

STATE

U.S. DEPARTMENT OF STATE

NOVEMBER 2010

MAGAZINE

Casablanca Morocco's Economic Lungs



Contents

November 2010
Issue Number 550

24

Post of the Month: Casablanca

Historic partnership
still flourishes
in Morocco.

10

Aid Coordinator

Department takes role in
Gulf oil-spill response.

14

Boosting Business

DOS program promotes
female entrepreneurs.

16

Well Done

Broad Department effort
promotes healthy living.



32



20



34



16

**18 Bilateral Milestone**

U.S. and Mexico join forces to battle drug lords.

20 Spouse Speak

Oral histories highlight lives of diplomats' partners.

22 It's Academic

Public diplomacy invades ivory tower.

30 Need Advice?

Situational mentors ready to lend a hand.

32 Storytelling Images

Photographer uses skill to make case for aid.

34 Linking Networks

Department, DOD jointly promote communications.

36 LE Staff Advocates

Office of the month manages overseas employment.

Columns

2 From the D.G.

3 Letters

4 In the News

9 Diversity Notes

41 Education & Training

42 Safety Scene

44 Appointments

45 Obituaries

47 Retirements

48 The Last Word



On the Cover

Casablanca's Hassan II Mosque can accommodate 25,000 worshippers inside and 80,000 more on its surrounding grounds.

Photo by Corbis



Thanking Our Locally Employed Staff For Their Service

I would like to wish all of you and your families a very happy Thanksgiving. We at State have so much for which to be thankful.

I would like to say a special thank you to our 53,000 Locally Employed Staff serving around the world. These dedicated men and women perform many critical tasks and generously share their experience and wisdom with their American colleagues. Let me share with you some of the things we are working on in Washington that relate to our loyal and talented LE Staff.

We are taking a fresh look at how the Office of Overseas Employment is organized. This is the office that has a direct impact on issues that affect LE Staff the most. In February, we hired consultants to examine staffing levels, organization and salary survey processes in Overseas Employment.

Our goal is to ensure that our LE colleagues receive competitive compensation for their contributions to our missions. That is why we asked a consulting group, expert in global compensation, to examine the Department of State's LE Staff compensation methodology. They have concluded their six-month study, and we expect planned improvements to take effect in fiscal year 2012.

The consultants endorsed continued use of commercially available wage data in our analysis of labor markets, but to enhance this, we will begin to use multiple sources of wage data for each post instead of one source. Like many of our comparators, we will perform comprehensive wage and benefit reviews every three years (instead of the current annual review) and apply other labor market indicators during intervening years to ensure we remain competitive and, we hope, a little more consistent.

We are also upgrading HR/OE compensation analysis tools to modernize the way we work. So while affordability will continue to be a key issue at posts as LE Staff wages and benefits continue to take a growing share of our overseas budgets, at least we will have current analysis tools and expertise to assist us in remaining competitive employers.

Because we want to ensure that LE Staff members have the opportunity to save or invest for their future, we are reviewing retirement plans on a post-by-post basis. While most plans remain stable, there have been some legal issues and actuarial discrepancies that the Department is currently examining. Plan review will include solvency issues, host country social security plans and local law requirements.

Some of the other enhancements being developed for LE Staff can be found on HR/OE's Web site at <http://intranet.hr.state.sbu/offices/oe/Pages/default.aspx>.

Members of the State Department family contributed from

the bottom of their hearts to our local colleagues in Haiti after January's devastating earthquake. Following that crisis, we looked at what we could do to help local colleagues in the face of future catastrophes. Beginning in mid FY2011, we are introducing changes to allow local staff to use accrued compensation time over the course of 26 pay periods—and to extend medical benefits to family members for several months following the untimely death of one of our local colleagues. More information about these benefits will be forthcoming.

I urge you to consider contributing to the Foreign Service National Emergency Relief Fund that enables the Department to respond to crises affecting FSN employees overseas. If you have returned to D.C. from overseas with some unspent foreign currency, you can deposit those notes and coins in a designated collection box at the Harry S Truman branch of the State Department Federal Credit Union, as well as at several other select branches of the SDFCU. The SDFCU has generously agreed to cover the cost of converting the donated currency to U.S. dollars and present the proceeds to the FSN Emergency Relief Fund. For further information about the fund, please visit <http://web.rm.state.gov/cfo/fsn/pg2.cfm> or contact the gift coordinator by e-mail at bordleyds@state.gov or by fax at (202) 647-8194. Our LE Staff members are serving America in all corners of the world; they deserve our support in their times of need.

If you have any general comments or suggestions as to how we can better serve our LE Staff, please feel free to send your ideas to me via unclassified e-mail at DG Direct. ■

Nancy J. Powell
Director General



Unaccompanied Tour in D.C.

I enjoyed reading your article about unaccompanied support in the June issue of *State Magazine*. However, I'd like to point out one very prominent post that you left off of your list of unaccompanied posts. For Foreign Service colleagues who have same-sex domestic partners who are not American citizens, Washington, D.C., is an unaccompanied post. In fact, unlike Iraq, Afghanistan or Pakistan, it's a two-year unaccompanied post at minimum. Even if the spouse is on the employee's travel orders, the Department makes no provision for granting a visa for that partner to live and work in the United States for the duration of the employee's assignment.

Naturally, I would never compare this type of stress to the stress that employees in the Iraq/Pakistan/Afghanistan theater experience, but be assured that it is stress nonetheless. Imagine that you are forced to choose between career and spouse—accepting a career-enhancing two- or three-year assignment in Washington, but at the price of leaving your long-term partner behind with none of the frequent R&Rs and other perks that come with serving at hardship posts. Or, imagine sacrificing career advancement for the sake of your relationship and always having to bid on overseas posts—in which case, paradoxically, the Department will assist you in obtaining

a visa for your partner in the host country.

Most people I've worked with have no idea that this dilemma exists. I think this would be an excellent and enlightening topic for a future article.

Wallace E. Armes
Pretoria Regional Diplomatic
Courier Hub
U.S. Embassy, Pretoria, South Africa

Dear Wallace:

Thank you for taking the time to write to us at State Magazine. I have forwarded your thoughtful letter to our multi-bureau working group on same-sex partner issues.

Please be assured that the issue you raised is one of several issues being worked on as the Department strives to carry out President Barack Obama's and Secretary of State Hillary Clinton's directive on same-sex domestic partners. Several initiatives are under way that will help us address such problems; we look forward to implementing them.

Nancy Powell
Director General

DS Thanked

Both Susie and I want to personally thank all of the staff of the Bureau of Diplomatic Security for their remembrance and honoring of our daughter, Melissa

Tinney, in the Susan G. Komen Global Race for the Cure (*State Magazine*, September 2010). It is touching and indicative of the DS family spirit to remember their colleagues, and very special to us to see that the memory she left behind in that organization continues after 13 years to inspire others to have the courage necessary to face any adversity.

It should be mentioned that the fundraising goal set by the DS Countermeasures Division for the race was \$10,000, which was met by the generous donations of those who knew Melissa as a colleague and friend. We appreciate being able to participate in the meaningful ceremony and share her story of courage.

Philip Tinney
Retired Foreign Service officer

Feeling Reconnected

After a recent temporary duty tour to Washington, D.C., I returned with a copy of the latest issue of *State Magazine* and finally sat down to appreciate it. It's surprising how reconnected one feels to our home department from reading a magazine devoted to us as a readership.

Gordon S. Church
Foreign Policy Advisor
Military Surface Deployment and
Distribution Command



Employee's Drive Benefits Shoeless

Sitting in his living room on a hot Maryland summer day without a soda in the refrigerator, Sheridan Fil came upon a documentary on television about a tiny African village, where the gaunt and barely clothed children went to school shoeless.

Fil, who works at the Philadelphia Passport Agency, said he found his problems—fighting the heat and ennui—seemed small by comparison and, filled with empathy, embarked on a campaign to gather and donate lightly used athletic shoes to children in need.

Fil said he had countless shoes while in high school.

“With each sport and season, I developed a mountain of athletic shoes—and I knew the situation was unchanged for today’s local students,” he said.

Fil approached his alma mater, Fallston High School in Fallston, Md., and was instantly embraced by his former principal, who lauded his plan and called it an easy opportunity for students to make a big impact.

He and the students decided to hold a shoe drive in which classes would compete against each other, with the winning class getting a free breakfast. Drop-off points

were established in the school’s 50 classrooms, and within two weeks in May, more than 500 pairs of shoes had been collected, packed and stored in Fil’s garage.

To distribute the shoes, he turned to the group Shoes 2 Share, which collects and distributes like-new shoes to domestic and international beneficiaries. Working with other charitable organizations, Shoes 2 Share targets victims of extreme poverty, orphanages, rehabilitative programs and the victims of ecological disasters.

Shoes 2 Share immediately responded and arranged transport. The shoes were boxed and sent on their way to more than 16 countries in the Caribbean, South America and Africa.

The shoe drive prompted students to continue the campaign, and a second shoe drive is planned for this fall.

“Throughout this mission, I discovered that a ripple of kindness can become a wave of giving,” Fil said. “It does not take a political summit or a sold-out rock concert to have an impact. Sometimes, relief is as simple as clothing someone else’s feet; you just have to get off the couch.”

More information on Shoes 2 Share is at <http://www.shoes2share.com>.

Federal Hiring Reform Under Way

As part of the effort to reform the federal government's recruitment and hiring, President Barack Obama in May called for all agencies to overhaul their Civil Service hiring processes by November 1.

"Hiring reform is essential if the Department of State is going to be competitive in the job market," said Bureau of Human Resources Deputy Assistant Secretary Linda Tagliatela. "The current process is cumbersome and tedious—applicants get frustrated, and the Department ends up losing highly qualified candidates. We need to make the application process simpler and be able to make job offers more quickly to attract and hire the best and brightest of the talent pool."

The hiring reform will affect internal and external applicants, hiring managers and human resource specialists. Applicants will no longer have to respond to essay-style questions when submitting their initial applications and instead may use resumes and cover letters or complete simple, plain-language applications. The reform requires agencies to transition to category rating to provide hiring managers with a wider pool of candidates, rather than the "rule of three," which limits selections to the top three candidates; improve the quality and speed of hiring; ensure managers have responsibility and accountability for hiring; and ensure that applicants are advised of the status of their application in a timely fashion.

As part of the reform, the Office of Civil Service Human Resource Management is implementing and communicating new and modified policies and procedures. In addition, a set of Civil Service HR Hiring Tools was released in June to streamline the hiring process, increase the hiring manager's role in recruiting and selecting candidates, and boost communication and efficiency between the HR specialist and hiring manager when they collaborate to reduce the time it takes to make a hiring decision.

The Department released in August its Hiring Reform Action Plan, a key part of improving the hiring process. The plan includes key deliverables and outputs, desired outcomes and measures, and other information needed to implement the change. Employees involved in recruitment and hiring should be aware of their responsibilities in the hiring reform initiative, and all employees may contact their HR service providers to learn more about the new policy processes and procedures.

More information on the hiring reform initiative is at <http://intranet.hr.state.sbu/RecruitmentStaffingEmployment/EmploymentNewHire/Pages/CivilServiceHiringReform.aspx>.



A U.S. diplomat in Harare spends time with one of the children at the Tose Respite Center.

Volunteers Commemorate September 11 Tragedy

To commemorate those killed in the Sept. 11, 2001, attacks, staff of the U.S. Embassy in Harare spent the morning of Sept. 11 at the Tose Respite Center in Harare tending a garden, assisting with grinding mill operations and cooking for and playing with resident children. The day marked the beginning of a two-month volunteerism program that ends on Veterans Day.

"We are doing this to show that Americans, wherever we are, bring to communities the sense of volunteerism that is an important part of American culture," said U. S. Ambassador Charles Ray, a participant.

The Tose Respite Center is home to 40 persons with disabilities, mostly orphans or children from marginalized families. The center's garden provides income and supplies food to residents.

During the visit, embassy staff donated decorated bed linen, toys, books and clothes for the children. In June, Ambassador Ray donated a grinding mill purchased by the U.S. Ambassador's Special Self-Help Grants Program. Since 1980, the program in Zimbabwe has worked to improve basic economic or social conditions at the grassroots level and support high-impact, quick-implementation activities benefiting communities.

This year, the program, with funding from the Africa Development Foundation, awarded \$200,000 to small community groups in Zimbabwe. It has also funded construction of a workshop in Harare, purchased garden tools and seeds, and paid for the construction of a borehole in the Midlands and for peanut butter processing equipment in Manicaland.

At the September event, Center Director Stella Faranisi, said, "We often think diplomats can't do anything with gardens except water flowers, but the way they are digging tells you a different story."

"Words cannot express our gratitude because they have done us good."

Ambassador Ray said he and his staff will do volunteer projects every week until Nov. 11. Future projects include a party for 300 children in an impoverished neighborhood of Harare, building bricks by hand for a local community group to build homes for its members, assisting a women's group to make decorative paper out of scrap fabrics and trash, and working with a women's shelter.

"It's an opportunity for my staff to get to know their communities better than they would if they only went to the embassy every day," he said.



Zimbabwe

Conference Promotes Mobile Money

Half of the world's more than four billion mobile phone users lack access to financial services, but the Department believes that giving them access through their phones could promote financial inclusiveness and international development.

This concept of "mobile money" could power development from the ground up because low-income people would be able to use their mobiles to make payments, receive money, borrow and repay funds, and otherwise become more active participants in their nations' economies.

In August, the Department focused one of its regular Tech@State conferences on mobile money. The conferences bring together technologists and development experts to discuss enhancing nations socially and economically.

"Innovative thinking and expansive worldviews are goals only achieved when the least among us are given opportunity," said Under Secretary for Democracy and Global Affairs Maria Otero at the event.

The conference looked at mobile money in terms of remittances, food security, transparency, security and microfinance. It included case studies from Afghanistan and Colombia and discussions involving representatives of the U.S. Treasury Department, U.S. Agency for International Development and Consultative Group to Assist the Poor, plus presentations from technology providers.

Attendee Ken Banks, founder of FrontlineSMS, an open-source mobile messaging service used for mobile banking, said the conference brought together "a whole bunch of people who have experience in all these areas, creating quite a rich conversation."

More than 150 attendees filled the George C. Marshall Center and a similar number watched live online, including groups from posts in Colombia, Guatemala, Estonia, Uruguay and other nations. The conference's enhanced cellular-data connection allowed audience members to share updates on the event in real time.

"We're clearly at the stage with mobile money where the excitement is not only manifest and the money's following, but now everyone's trying to figure out how to really do it," said Mark Pickens of CGAP. "You could feel that in the room, people talking about how we are going to move this thing forward and get some more success stories."

The next Tech@State conference will focus on the theme of Civil Society 2.0 and be held Nov. 4-5.



At an Embassy Uruguay videoconference and viewing party, Ambassador David D. Nelson, first row at right, follows the Mobile Money conference being held in Washington.

Take Us On The Road!

Check out our apps for the iPad and iPhone!



State in Top 10 Of Best Federal Workplaces

The Department of State again ranked in the top 10 in this year's iteration of the Best Places to Work in the Federal Government survey, placing seventh overall among the 31 large federal agencies and third for effective leadership.

The rankings are based on an Office of Personnel Management survey conducted earlier this year of 263,000 federal employees in more than 290 organizations. The survey assesses federal organizations based on such factors as employee engagement and work environment. The rankings and analyses are on the Web at www.bestplacetowork.org.

Rank	Agency	% Change
1	Nuclear Regulatory Commission	1.30
2	Government Accountability Office	6.60
3	Federal Deposit Insurance Corporation	0.00
4	Smithsonian Institution	0.00
5	National Aeronautics and Space Administration	3.50
6	Social Security Administration	6.80
7	Department of State	2.40
8	General Services Administration	3.40
9	Department of Justice	1.90
10	Intelligence Community	-2.60

Big Water, Energy Savings in Kathmandu

The U.S. Embassy in Kathmandu has become one of several U.S. embassies around the world to assess its environmental impact and implement sustainable programs to mitigate the impact.

Though water is readily available at the embassy, rain water harvesting occurs at the site. Although lights come on whenever needed, the embassy has sensors that turn off lights when a room is unoccupied. Besides regular garbage pick-up, there is leaf and refuse composting on the compound grounds.

However, the U.S. Embassy in Kathmandu believes it can do even more. Not long after moving into the new chancery,

it created a "green team" composed mainly of facilities personnel to tap into their skills and ingenuity to implement sustainability initiatives.

The team prepared a 54-page report in 2009 documenting its activities and aims to update the report regularly, setting in place a path and methodology for others at Embassy Kathmandu and other posts.

Through the planned building maintenance program and normal building

improvements, the green team implemented greening principles. As a result, there were substantial financial savings and reductions in energy consumption and water use. Over the past three years, these efforts saved \$500,000 in labor costs annually and conserved more than 100,000 liters of diesel fuel, 300,000 kilowatt hours of electricity and 7,263,820 liters of water.

Embassy Kathmandu's next challenge is engaging embassy personnel and families in their homes. Post management has created a part-time "greening coordinator" position

to organize and facilitate conservation at the residences. The greening coordinator works with the residents to minimize generator use, improve water conservation, expand household composting, encourage participation in recycling programs and raise environmental awareness.

Embassy Kathmandu aims to lead by example and improve its sustainability in keeping with the Greening Diplomacy Initiative. More information on its greening initiatives and programs is at <http://kathmandu.state.gov/1/Greening/default.asp>.



Nepal



Several of the 350 trees planted at the embassy bask in the sun.

STATE

MAGAZINE

Editor-in-Chief

Rob Wiley /// wileyrf@state.gov

Deputy Editor

Ed Warner /// warneres@state.gov

Writer/Editor

Bill Palmer /// palmerwr2@state.gov

Art Director

David L. Johnston /// johnstondl@state.gov

Contacting Us

State Magazine
301 4th Street, SW, Room 348
Washington, DC 20547

statemagazine@state.gov

Phone: (202) 203-7115

Fax: (202) 203-7142

Background

State Magazine (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the U.S. Department of State, 2201 C St., N.W., Washington, DC. Periodicals postage paid at Washington, D.C., and at additional mailing locations.

Environmental Notes

State Magazine is printed in the USA using soy-based inks. Our recycled paper contains 10% post-consumer waste and is a product of SFI-certified forests.



Change of Address

Send changes of addresses to our staff using the contact information at left. Please remember to include your previous mailing address.

Subscriptions

State Magazine is available by paid subscription through the U.S. Government Printing Office by telephone at (202) 512-1800 or on the Web at <http://bookstore.gpo.gov>.

Letters to the Editor

Letters should not exceed 250 words and should include the writer's name, address and daytime phone number.

All letters become the property of *State Magazine*. Letters will be edited for length, accuracy and clarity.

Only signed letters will be considered.

Submissions

For details on submitting articles to *State Magazine*, request our guidelines, "Getting Your Story Told," by writing to our main office; by e-mail at statemagazine@state.gov; or by downloading them from our Web site at www.state.gov/statemag. *State Magazine* does not purchase freelance material.

Deadlines

The submission deadline for the January 2011 issue is November 15. The deadline for the February 2011 issue is December 15.

Online

Follow us online using the following sites:



Web site

www.state.gov/statemag



RSS Feed

state.gov/rss/channels/statemag.xml



Facebook

www.facebook.com/statemagazine



Flickr

www.flickr.com/photos/statemagazine



Twitter

www.twitter.com/statemag



Scribd

www.scribd.com/statemag



Sexual Harassment Sees No Gender

Although the total number of sexual harassment claims brought to the Equal Employment Opportunity Commission has declined 16.6 percent over the past 10 years, sexual harassment claims filed by men have doubled in the past 20 years. Of the claims filed by men, there has been an increase in both female-on-male and male-on-male sexual harassment complaints. It is important to note that while some cases are grounded in sexual attraction, others stem from the alleged harasser's desire to invoke power and intimidate the victim.

One male-on-male sexual harassment case with power and intimidation as the primary motives occurred in 2008 at a Cheesecake Factory restaurant in Arizona. Six male employees claimed they were subjected to sexual fondling and physical intimidation by a group of male kitchen employees. The complainants also alleged that the restaurant managers witnessed the harassment and did not take corrective action. The Cheesecake Factory settled the case by paying

\$340,000 to the victims. During the suit, no comments or allegations were made that indicated sexual attraction was the motivation behind the sexual harassment. Instead, it appears that the harassers' intent was to invoke power and intimidate the victims.

Why has there been an increase in the number of sexual harassment claims filed by men? One possibility is that men now feel more secure and empowered to come forward with sexual harassment claims than in times past. Their fear of embarrassment or repercussions may be less than in the past. Also, periods of economic difficulty often lead to an increase in discrimination and sexual harassment claims, and it could be that the recent recession, which has significantly affected male workers, is no exception.

In 2009, according to the Bureau of Labor Statistics, women held 51.4 percent of all management, professional and related positions, a level that has continued to rise. The steady growth of women in higher-level jobs, coupled with the fact that in many sexual harassment cases the alleged harasser is a supervisor and the alleged victim a subordinate, lends itself to the possibility that more women are now in a position to sexually harass male subordinates or at least become the target of sexual harassment claims.

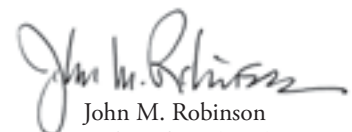
The first case brought to court that involved a male victim of sexual harassment occurred in 1995 and exemplifies the aforementioned theory. The EEOC, on behalf of a male store manager at a Domino's Pizza chain, sued the company, alleging that his female supervisor

caressed his shoulders and neck and grabbed his buttocks. The case went to trial, and the male manager was awarded \$237,000 in damages as the court concluded that the female supervisor infringed upon the male manager's right to freedom from a sexually hostile and abusive work environment.

Although it is difficult to pinpoint all of the factors that have caused the increase in sexual harassment claims brought by males, the increase cannot be ignored. The Department itself has experienced this increase. Because the cases cited in this article are from private industry, do not assume that we in government are not vulnerable. If you experience unwelcome advances, irrespective of your gender, you are encouraged to report it to a responsible Department official as soon as possible. It is usually most effective—although not required—if the official is within your supervisory chain. Responsible Department officials include first- or second-line supervisors, the offending person's supervisor, the post's management officers, the bureau's executive director or the Office of Civil Rights.

And remember—sexual harassment is sexual harassment, regardless of the genders of the parties involved.

For assistance or to contact an EEO counselor, please contact S/OCR at (202) 647-9295 or at SOCR_Web@state.gov. ■


John M. Robinson
Office of Civil Rights

An aerial photograph showing a large, irregularly shaped area of light brown and tan sediment or oil spill extending from a shoreline into the dark blue ocean. The land area is covered in dense green vegetation, with some cleared areas and roads visible. The spill is most prominent in the lower half of the image, where it meets the water.

Aid Coordinator

Department takes role in Gulf oil-spill response

By Katherine Jewett and Sherry Zalika Sykes

Satellite imagery shows the spill's Gulf Coast impact.



When the offshore drilling rig Deepwater Horizon exploded and sank in the Gulf of Mexico in April, 11 people were killed and the nation was hit by its largest offshore oil spill.

As part of the Federal government's response, the Office of Ocean and Polar Affairs in the Bureau of Oceans and International Environmental and Scientific Affairs managed international cooperation and coordination with dozens of foreign governments.

One major activity involved responding to and managing the extraordinary array of assistance offered by the international community. OPA facilitated the transfer of international resources and assistance provided by 27 countries and four international bodies. This aid to the Unified Area Command, which coordinated the U.S. response, included such

equipment as skimmers and oil pumps, supplies such as oil dispersants and help from researchers and technical experts.

Numerous other Department offices were also involved, including the Operations Center; every geographic bureau; the bureaus of Legislative Affairs, Consular Affairs and Public Affairs; and the Office of the Legal Advisor. For instance, OPA worked with CA to expedite visa processing in support of British Petroleum's international sourcing of experts, and the Operations Center developed valuable data-tracking vehicles and facilitated interagency conference calls about the offers of international assistance.

Pinpointing Resources

On three occasions, the Department formally contacted all posts abroad to pinpoint the location of potential supplies and equipment. Upon receiving an international offer of assistance, OPA notified the interagency Unified Area Command and worked with country desks to maintain communications with the relevant government or international bodies. OPA fielded dozens of calls a day from private individuals, companies and nonprofit organizations worldwide, as well as from congressional staff and other U.S. government colleagues, answering and asking questions about the U.S. response effort.

The Department also reached out to neighboring countries in the Gulf. Oil from the blowout could have hitched a ride on a surface current into Cuban, Bahamian or Mexican waters. U.S. embassies in the Marshall Islands



David Balton, deputy assistant secretary for Oceans and Fisheries, meets with Office of Ocean and Polar Affairs Acting Deputy Director Elizabeth Kim in her office.

PHOTOGRAPHS: ED WARNER



Members of the Deepwater Horizon Oil Spill Response Team hold an audio-conference on the spill response. Shown are, from left, Harold D. Foster, Megan L. Campbell, Trent Warner, Sherry Zalika Sykes and Walker Timme.

(the nation providing the flag of the Deepwater Horizon), Mexico and The Bahamas, and the U.S. Interests Section in Cuba delivered diplomatic notes providing information about the oil spill.

Technical Meetings

Partnering with other federal agencies, the Department held technical meetings with Cuba, The Bahamas and Mexico to discuss containment efforts, organization of the response effort and potential environmental, economic and human health impacts. The Department also coordinated with the National Oceanic and Atmospheric Administration and Cuba regarding gaining Cuban permission for the NOAA research vessel *Nancy Foster* to enter Cuban waters to gather information about the spill's path.

Because several nations wanted to see firsthand the U.S. spill response, OPA and the National Incident Command coordinated three international observer programs to allow observers from 12 foreign nations and 4 international bodies. The Department also prepared information and talking points for the members of U.S. delegations to numerous international meetings, enabling them to answer questions regarding the oil spill response, and it informed relevant international bodies about the spill. These included the International Maritime Organization, United Nations Environment Program and United Nations Educational, Scientific and Cultural Organization.

Throughout all of these activities, the Department worked to ensure that

the United States complied with all legal obligations relating to the spill and the response, including obligations under various international agreements pertaining specifically to oil-spill cooperation and response.

As the United States begins restoring the land and water affected by this spill, work continues within the Department and the National Incident Command to compile and act upon lessons learned, so that the nation is ready should it someday face a similar catastrophe. ■

Katherine Jewett was a summer intern in the Bureau of Oceans and International Environmental and Scientific Affairs, and Sherry Zalika Sykes is an international relations officer in the bureau's Office of Ocean and Polar Affairs.



Boosting Business

DOS program promotes female entrepreneurs ///

By Katherine O'Connor and Recardo Gibson

The bureaus of Economic, Energy and Business Affairs; African Affairs; and Education and Cultural Affairs; Office of Global Women's Issues; and the U.S. Agency for International Development hosted a group of 34 African women entrepreneurs

in Washington, D.C., and Kansas City, Mo. in August for meetings aimed at promoting their role as successful business women, leaders of their local and national women's business communities and voices of change in their countries.

Under Secretary for Economic, Energy and Agricultural Affairs Robert Hormats welcomed the women in several African languages as he opened the proceedings in Washington. During the meeting, topics discussed included catalyzing the growth of a business, overcoming market and finance access challenges and advocating for change.

Many departments and agencies participated in hosting sessions during the two-week program, including the Special Representative for Global Intergovernmental Affairs. During SRGIA's two sessions, participants discussed with state and local leaders how local economies can be more financially inclusive and provide more opportunity, increasing women's empowerment and providing successful marketing and communications strategies.

African Entrepreneurs

At the roundtable session in Kansas City, participants included Munci Marie Dilu, the managing director of Diluton Continental Foods of the Democratic Republic of the Congo.

"Improving the quality of food is very important because we are behind in Africa," said Dilu, who buys and sells African coffee and food products. She said she is looking at ways to use modern technology to improve product quality and find U.S. trading opportunities.

"We want to take back some benefits from this program so that we can exchange knowledge with Americans who are farther along in agribusiness," she said.

Dilu said she believes many Americans, especially African Americans, would enjoy some of her company's ethnic foods and spices, and that she would like to import U.S. foods into Africa. A big hurdle all entrepreneurs face in Africa, she said, is financing.

Addressing the ministerial group in Washington, D.C., that inspired this gathering, Secretary of State Hillary Rodham Clinton said talented, creative women are leading businesses, making jobs available and seizing economic opportunities. She said the Department sponsored the African Women's Entrepreneurship Program because "women can drive social and economic progress, and in the process, lift up themselves, their families and their communities if they have the opportunity and tools to participate."



Above: Attendees at the AGOA Women's Entrepreneurship Program conference are all smiles as they meet with Secretary of State Hillary Rodham Clinton. **Below:** African businesswomen participate in the AGOA Women's Entrepreneurship Program roundtable discussion in Kansas City.

Secretary's Endorsement

Secretary Clinton has endorsed having foreign state and local leaders who are working to improve living conditions engage with American state and local leaders who, she said "are an extraordinary source of innovation, talent, resources and knowledge." The Department, she said, is "seeking to build partnerships that will allow local officials to exchange ideas and best practices since they administer policies on the ground level."

One panelist, Niambi Jarvis, director of the Office on Women's Policy and Initiatives and the District of Columbia Commission for Women, said she enjoyed discussing regional best practices with the program's participants.

"The conversation was holistic and thoroughly addressed economic development through a gender lens while providing panelists and attendees the opportunity to share personal experiences and offer potential solutions for women in sub-Saharan Africa," she said.

'Great Success'

"To some people, it's counterintuitive that a landlocked state like Kansas—which is 1,300 miles from either coast—has had so much export success," said Kansas Secretary of Commerce Bill Thornton at the Kansas City session. "But we have had great success...Kansas businesses totaled \$8.9 billion in exports in 2009, an outstanding showing given the global recession. That figure includes \$500 million in sales to

Africa, which was 6 percent of Kansas' total global exports.

"Clearly, we've established a foundation for trade between Kansas and Africa."

Several of the 34 African women entrepreneurs said the programs gave them valuable information that will assist them in furthering their businesses and educating aspiring women entrepreneurs in their countries, said Reta Jo Lewis, U.S. Special Representative for Global Intergovernmental Affairs. ■

The authors serve as global intergovernmental liaisons in the Office of the Special Representative for Global Intergovernmental Affairs.

AWEP Promotes Gender Equity

By Emily Soroko

To overcome the economic marginalization of women across Africa, the African Women's Entrepreneurship Program, launched earlier this year, aims to promote gender equity and prosperity in nations that are eligible under the Africa Growth and Opportunities Act. It also seeks to create conditions for better integration of African businesswomen into the global economy.

AWEP, hosted by EEB, ECA, AF and USAID, through the International Visitor Leadership Program, brought 34 businesswomen from AGOA countries to the forums in Washington, D.C., and Kansas City. When the visitors' program ended, a community Web site was established for participants, trainers and U.S. officials to continue communication and information sharing. EEB is also working to develop in-country training and additional networking opportunities and will launch a certification program and an AWEP-related trade mission in Africa in 2011.

The Department plans to next year host another multi-city international visitors program for women entrepreneurs from AGOA-eligible countries.

The author is a program specialist in the Bureau of Economic, Energy and Business Affairs.



Well Done

Broad Department effort promotes healthy living /// *By Ed Warner*

The State Department last month began a program it sees as the next wave in promoting employee wellness, one that moves the Department from simply offering employees information to helping them modify their behavior.

The Personal Empowerment Plan from the Office of Medical Services is the latest in a series of recent pro-wellness actions by the Department. Others have included promoting bicycling by installing showers in the Main State parking garage and having more nutritious meals available in the Main State cafeteria and a nutritionist available there to offer advice.

The PEP program, however, is the marquee effort. A September Department Notice invited volunteers to sign up for this eight-week program, which began in October when volunteers completed questionnaires about their eating and activity habits. They were each then given individual goals for nutrition and activity and shown on a continuum how they might expect to improve by the eight-week programs' end, according to MED Health Promotion Coordinator Susan Houck.

Big Savings

Wellness programs are growing among employers nationally, and one reason is to save money. Research reported by pollster Gallup Inc. this year found that the average sickness-related cost to employers of healthy employees was half that of less-healthy co-workers, \$723 versus \$1,488. Healthy employees may be more productive and better able to deal with workplace stress.

When the Office of Personnel Management announced the Wellness Initiative, the Office of Employee Relations' Work Life Division in the Bureau of Human Resources took the lead to coordinate the Department's efforts. Judy Ikels, the ER division manager whose portfolio now includes wellness, hopes to provide better information to employees about wellness programs matched to individual needs.

MED has an extensive wellness program—it manages one of the largest

immunization programs of any federal agency—and its Employee Consultation Services offers confidential counseling on a variety of issues affecting employees, including stress in the workplace, family and personal issues affecting job adjustment, and the care of children with special needs, to name a few. ECS facilitates support groups to help employees manage excess stress more effectively and promote resiliency, said ECS Director Dr. Stan Piotroski. Resiliency, he said, is critical to accomplishing the challenging missions faced by employees, because a resilient employee can maintain his or her sense of well-being and get the job done.

cafeteria on Tuesdays offering locally grown produce from 11:00 to 2:30.

The A bureau has also emphasized bicycling, for its environmental and wellness benefits. Its year-old bike-loan program, which allows employees to borrow bicycles for work-related local trips, expanded this year to allow employees to check out bicycles for recreational rides during breaks and at lunch time at Main State. Mahar's office is looking to expand the program to SA-20 and other sites in Rosslyn, Va., and the National Foreign Affairs Training Center.



Dr. Stanley Piotroski, director of Employee Consultation Services, meets with ECS Social Worker Ellen Millner.

Healthier Food

The Bureau of Administration also has wellness initiatives. Director of Facilities Management Services Harry Mahar said, "We've been moving toward healthier food choices" in the Main State and Foreign Service Institute cafeterias and providing customers there with more nutritional information. There's now a weekly farmers' market in the Main State

To join the program, employees complete a form located on the FMS Web site or The Sounding Board. Once their applications are approved, employees can check out bicycles from a rack in Main State's basement garage near the 21st Street entrance. About 200 employees have registered so far, he said. ■

The author is deputy editor of State Magazine.



Sounding Board team members Molly Moran, left, and Kerry O'Connor prepare for a ride on bikes from the Department's Loaner Bike Program. **Below:** A well-stocked salad bar is one of several nutrition-conscious enhancements of the Harry S Truman Building cafeteria.



Bilateral Milestone

U.S. and Mexico join forces to battle drug lords /// By Amy Reichert

The United States and Mexico marked a milestone in bilateral cooperation in August with the opening of shared office space in Mexico City, the first such bilateral office that the State Department has opened anywhere. Dubbed the Bi-national Implementation Office, or BIO, the office is a venue for officials from the United States and Mexico to work together on Merida Initiative projects.

The Merida Initiative was launched in 2008 as a \$1.4 billion, three-year commitment to support Mexican efforts to break the power of drug trafficking organizations and build stronger judicial and public security institutions. Its core premise is that the responsibility for combating this rising threat is shared, and only by working closely together and breaking down previous roadblocks to cooperation can the United States and Mexico succeed.

Major Change

Prior to the Merida Initiative, the 19-employee Narcotics Affairs Section at the U.S. Embassy in Mexico City had been managing a program of approximately \$25-\$30 million a year. The fifteen-fold increase in funding under the Merida Initiative required an increase in personnel to 85 and establishing a new architecture for working with the government of Mexico to ensure efficient delivery of training, equipment and services.

Under the initiative, NAS hired retired law enforcement and military personnel, information technology specialists from Silicon Valley and a retired state director of corrections as contractors. NAS also added Eligible Family Members who have extensive experience in accounting, congressional affairs and information sharing, and a talented group of Locally Employed Staff who combine local knowledge and such core skills as accounting and drug treatment. Other U.S. government agencies provide technical expertise to the initiative through law enforcement officers that they've seconded to the team. To respond to the increase in high-level visitors and expanded policy and reporting responsibilities, NAS also added three Foreign Service officer positions and recruited a diverse group, including Civil Service employees, to fill those spots.

NAS is making significant efforts to address concerns raised by the Government Accountability Office about slow deliveries and a lack of well-defined metrics to evaluate progress. It said it expects to demonstrate noticeable improvements in these areas in the near future.

While the programs of the NAS team are only a small part of an overall Mexican government effort to improve security and reform its justice institutions, NAS wanted to ensure that its approach reflected Mexican objectives. This required close collaboration under

a new architecture of bilateral cooperation through which 11 bilateral working groups were formed under the shared leadership of the Mexican Ministry of Foreign Affairs and the U.S. Embassy. The working groups draw from the talent of U.S. law enforcement agencies working in Mexico and their Mexican counterparts. The groups' focus on the delivery of equipment and services evolved into developing joint strategies in their respective areas.

"This unique, joint effort demonstrates our strong partnership with Mexico," said Assistant Secretary for International Narcotics and Law Enforcement Affairs David T. Johnson. "It will help us make progress in improving security and building strong criminal justice institutions."



Mexican police, with the help of a U.S.-trained explosives-detection dog, respond to a car-bombing in Ciudad Juárez in July. The dog received her canine certification through Merida Initiative funding.

PHOTOGRAPHS (LEFT): MEXICAN FEDERAL POLICE; (OPPOSITE PAGE, CLOCKWISE FROM TOP): U.S. EMBASSY IN MEXICO CITY; MICK HOGAN; AND DAVID SUAREZ



Clockwise from above: Mexican police discover a hiding place used to secrete cash in a vehicle; Mexican Federal Police in blue receive training from Colombian instructors during a Rural Operations Course, a collaborative effort between NAS Colombia and NAS Mexico; Assistant Secretary for International Narcotics and Law Enforcement Affairs David Johnson, left, helps Mexico's Undersecretary for North American Affairs Ambassador Julian Ventura Valero cut the ribbon to open the BIO offices.

Cooperation and Trust

Cooperation and trust took a qualitative leap forward with the opening of the Bi-national Implementation Office in August. The office, comprising an entire floor in a Mexico City office building, houses 70 U.S. and Mexican government officials working side by side, sharing conference rooms and information. The resulting interaction symbolizes the elimination of gaps in the U.S.-Mexican anti-drug relationship.

"When I first served in Mexico nine years ago, I never would have imagined U.S. and Mexican officials partnering in the way the United States does with North Atlantic Treaty Organization allies, but that's exactly what is happening here," said Deputy Chief of Mission John Feeley. "So much of the bilateral baggage in the U.S.-Mexico relationship has been left behind, and we are forging a security- and institution-building partnership under the Merida Initiative that simply has no precedent in our diplomatic history."

There has also been an evolution in strategy under the Merida Initiative. Significant funding continues to go toward equipment, but the initiative is increasingly oriented toward building institutional capacity and reducing the corruption that enables drug trafficking. Originally a three-year commitment, the initiative is transitioning into what is often referred to as "Beyond Merida," focusing on capacity building and expanding programs at the state and local levels.

The Beyond Merida phase aims to disrupt the capacity of organized crime to operate, institutionalize Mexico's capacity to sustain the rule of law, create a 21st century border infrastructure and build strong, resilient communities.

Diplomacy 3.0

The Merida Initiative is an excellent example of the Department's Diplomacy 3.0 philosophy in that it recognizes the enhanced role of the Department in managing global

issues through diplomacy, development and defense. The improved diplomatic relations with the government of Mexico allow the Department and its federal-agency partners to more effectively develop and implement strategies to combat organized crime. Long-term, the institutional change arising from the initiative will support Mexico's citizens by weeding out corruption and improving transparency. As Mexicans become more confident in their government, they will participate more actively in rule-of-law efforts.

The success of the Merida Initiative will be measured by a marked reduction in violence, strong bilateral relationships and the rise of a Mexico that has the institutional capacity to enforce the rule of law and maintain public security. The initial steps have been taken, but a sustained effort is critical to institutionalize and solidify long-term change. ■

The author is a narcotics affairs officer in the Narcotics Affairs Section at the U.S. Embassy in Mexico City.



Spouse Speak

Oral histories highlight lives of diplomats' partners /// *By Jewell Fenzi*

Eight years after its inception, the Foreign Service Spouse Oral History program had become such a success that it produced a book. Released by a New York publisher, “Married to the Foreign Service” was based on more than 100 spouse interviews.

The program continues today—and the number of interviews has doubled.

The spousal oral histories show diplomatic life from an unofficial perspective, offering insight into the cultural landscape of the Foreign Service. Julia Child, one of the most famous Foreign Service spouses, was

interviewed in 1992. Among the stories she told was one of how the salad arrived at a women’s club luncheon at the American Embassy in Oslo.

It was, she said, a “salad made out of Jello, with bananas and grapes and marshmallows, and really it looked like a phallic symbol. It was sitting on a little piece of lettuce. You couldn’t hide it under anything.”

Well Preserved

Another Foreign Service spouse, Sally Cutler, told of a 1978 state funeral in Zaire, now the Democratic Republic

of the Congo. The funeral was for Marie Antoinette Mobutu, wife of President Mobutu, who died in her mid-forties. Mama Mobutu, as she was popularly known, lay in state in the nation’s parliament in Kinshasa, and Cutler attended the public viewing.

“It was a boiling hot day on the Equator, and we stood in line forever,” she recalled.

A year later, Cutler said, the diplomatic corps was again summoned, this time to fly to Mobutu’s home village in northern Zaire for the official burial of Mama. There, she said,

attendees again filed past Mama’s coffin. As Cutler went past, she said, her demeanor changed from somber to amazed. “When I rounded the top of that coffin, there she lay, looking exactly the way she’d looked when I’d seen her a year before in the tropics. I am convinced she had been deep-frozen for a year, and she was thawing as we watched.”

In her 1987 interview, Patricia Bartz said her most harrowing Foreign Service experience involved the 1952 evacuation of dependents from the U.S. Embassy in Seoul as Korean tensions mounted. With little



The author, left, interviews Judy Ikels, a division chief in the Office of Employee Relations, for the Foreign Service Spouse Oral History Program. **Below:** Ikels is sworn in for her first Department of State position as the Community Liaison Office Coordinator at the U.S. Consulate General in Rio de Janeiro in 1985.



notice, more than 600 women and children boarded a half-loaded fertilizer ship and sailed for Japan with no male evacuees on board. At sea, a helicopter lowered a bulging net of food and medical supplies onto the ship's deck.

When rough seas shifted the cargo, the women hauled 100-pound fertilizer bags to keep the ship upright. Food was rationed, polio broke out and Bartz said it was a miracle everyone survived.

Poignant Story

The most poignant interview recorded for the spouse collection is Mary Lee MacIntyre's account of the bombing of the American Embassy in Beirut in 1983 that killed 17 Americans, including her husband.

"I stopped in the embassy restroom, and then I saw the flash," she said "I don't recall any noise, but I saw the glass in the window disintegrate and saw screws spin out and the whole frame start to come toward me. Everything was in slow motion. All I felt was a rush of air and, of course, flying glass was cutting me to ribbons. I had put up my arm to ward off some of it, and my sleeve was sliced. I had a jacket on and it quickly began to soak with blood. I was hit on my head. My eyes were affected. I have a scar here. The skin was just blown off my neck."

At the hospital, her heart stopped.

"I just sank and had one of those out-of-body experiences," she recalled. "I saw my whole life pass before me and then all of world history, back to the Stone Age. I saw it all in color. I woke up attached to a mechanical respirator. Later I was told, 'We almost lost you.'"

There wasn't a hint of tragedy in the story Foreign Service spouse Francesca Kelly told in her skit at the 50th anniversary gathering of the Associates of the American Foreign Service Worldwide in the Department's Loy Henderson Auditorium. Kelly wore a backward baseball

cap, T-shirt and baggy trousers and did a rap called "Da Net" about spouses on the Internet. To an earlier generation, such humor might have seemed "over the top" for a Foreign Service spouse. But Kelly's performance defined spouses' reliance on the Internet, a crucial component of the "unofficial" narrative today.

This year, 24 years after the first spouse interview was recorded, the spousal oral history is so respected that Faye Barnes, president of the Associates of the American Foreign Service Worldwide and former director of the Family Liaison Office, was interviewed. However, she was interviewed for the Association for Diplomatic Studies and Training's series of Foreign Service officer oral histories, a step toward making the spouse interviews "unofficially" official.

The spousal interviews are continuing, and plenty of good stories remain. As she was about to be interviewed, Judy Ikels said "With 44 years associated with the U.S. Information Agency and Department of State, 20 as an employee, I really do have lots of good memories and enough stories to fill a small trunk." Ikels is a division chief in the Bureau of Human Resources' Office of Employee Relations.

In all, the hundreds of interviews done by the Foreign Service Spouse Oral History Project make clear spouses' ongoing contribution to the conduct of American diplomacy. The interviews, largely recorded throughout the United States (one was videotaped in Moscow), are available online at <http://memory.loc.gov/ammem/collections/diplomacy/> and in ADST's spouse collection at the National Foreign Affairs Training Center in Arlington, Va. The easiest way to access either the spouse or FSO interviews may be to simply Google the phrase "Frontline Diplomacy." ■

The author is the founding director of the Foreign Service Spouse Oral History Program and can be reached at fenzijg@verizon.net.

Institute participants and professors gather on the USC campus.



It's Academic

Public diplomacy invades ivory tower /// *By Michelle Lee*

At a July summer institute hosted by the University of Southern California's Center on Public Diplomacy, four public diplomacy officers grappled with such questions as "How does public diplomacy advance foreign policy objectives?" and "To whom should PD practitioners listen and how do they listen critically?"

The Department's attendees also assessed how to respond to a decentralized and mobile information landscape and to identify where critical

conversations about foreign policy are taking place and how to engage in them.

Department officers have attended this institute, the only U.S. program of its kind, for the past three years. Other participants included mid- and senior-level PD professionals from foreign governments, nongovernmental organizations, international organizations, the private sector and the U.S. military. Throughout the two-week course, participants exchanged experiences, ideas

and strategies in an environment driven by coursework and case studies.

New Discipline

Over the years, the Department's approach to public diplomacy has changed—it is still a work in progress—as has the field of public diplomacy generally. Growing pains and opportunities arising in PD have garnered a new attention and rigorous study by academic researchers. The existence of PD as a distinct academic discipline

is relatively new, although scholars were previously examining its practice through a variety of related fields.

"Public diplomacy has always been with us in some form, but it is now central to the conduct of international affairs," said Dr. Nicholas Cull, a professor and director of the Masters Program in PD at USC. "Universities have responded with scholarship, specialist degrees and research centers. USC has all three."

Cull said USC's summer institute lets PD scholars and



Above: Department public diplomacy officers, from left, Mara Anderson, Meghan Gregonis, Michelle Lee and Courtney Beale participated in the USC Summer Institute on Public Diplomacy. **Left:** A sculpture of a Trojan, the school's mascot, on the campus of USC.



practitioners interact, with the latter bringing a range of experience and representing many countries and types of diplomatic activity. This year's group, for example, included representatives from South African local and federal government offices, the Korea Foundation, the regional government of Catalonia, Belgium's embassy to China and the United Nations Education, Scientific and Cultural Organization.

"It seems that PD practitioners should find ways to consider PD in a variety of contexts," said one Department of State attendee, Mara Andersen, public affairs officer at the U.S.

Consulate General in Shengyang, China. "The institute's combination of academic research with the practical experience of the course participants enables us to do just that."

'Bright Ideas'

Just as public diplomacy practitioners learn from academics' research, PD practitioners' insights inform and shape academics' thinking.

"Several of my brightest ideas have emerged from teaching and talking to practitioners," said Dr. Eytan Gilboa, director of Israel's Center for International Communication at Israel's Bar-Ilan University and a USC

CPD fellow. "Conversations with practitioners give me valuable feedback on ideas, and field experiences help me to develop theories, models and principles."

"Contact with practitioners is essential for my scholarship," said Dr. Cull. "I think that it is all too easy for scholars to theorize without any attention to whether or not their ideas make sense in the field and for scholarship and reality to part company. I find that contact with practitioners is corrective to flights of fancy and a great encouragement."

The exchanges occurring about PD in university classrooms, at academic conferences and in the pages of journals and textbooks also are of great value to practitioners. They provide opportunities to step back, think about PD in the broader context and examine how to engage in PD more effectively, an aid to any practitioner's work.

Earlier this year, Under Secretary for Public Diplomacy and Public Affairs Judith McHale articulated a new strategic

framework for public diplomacy. In defining PD's mission and strategic imperatives, she said, "To meet the challenges and seize the opportunities for the 21st century, we need a foreign policy that uses tools and approaches to match a changing global landscape of engagement."

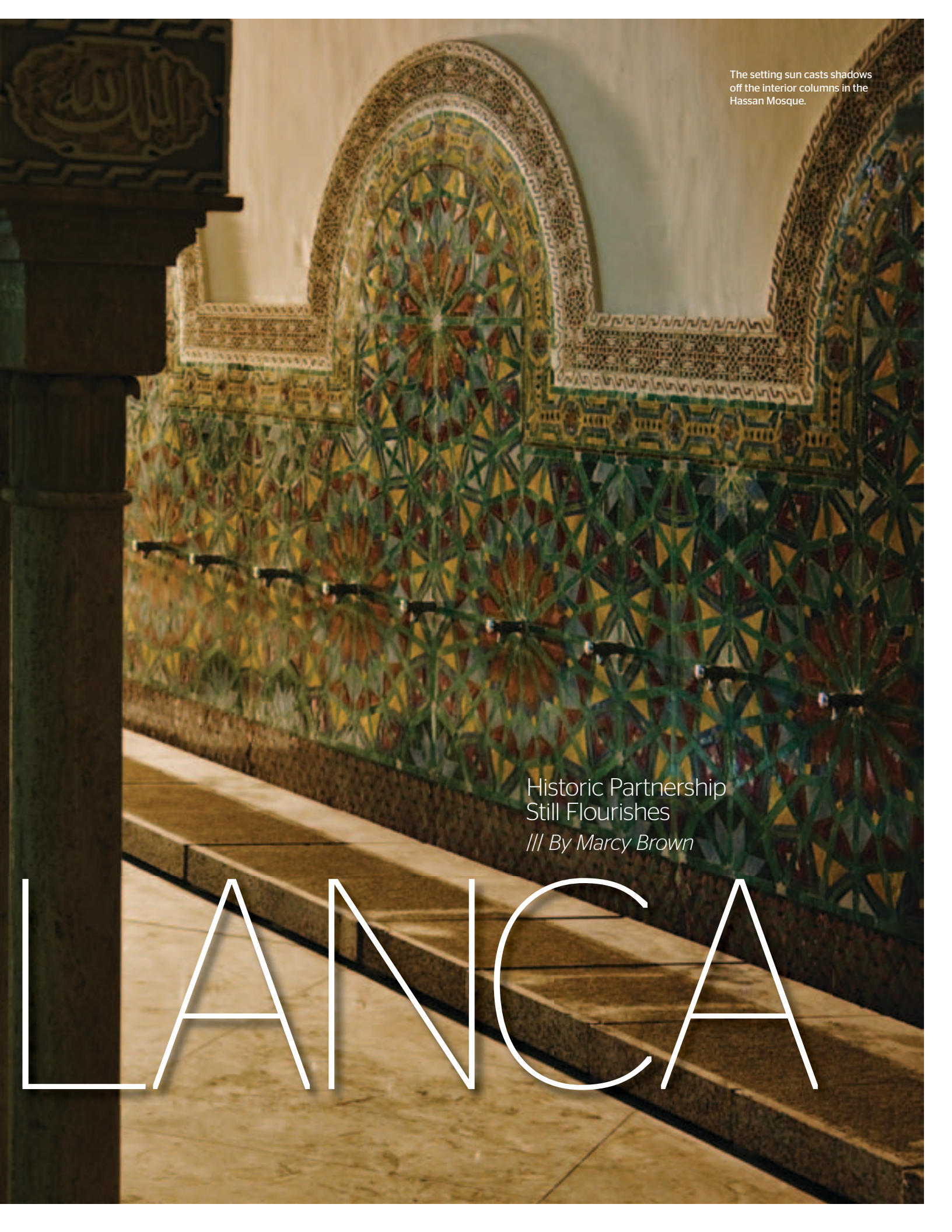
Those tools include academic scholarship and the education academic institutions offer PD practitioners. Theoreticians offer new perspectives informed by analysis, research and debate about PD, and the USC CPD summer institute proved to be one of the several beneficial ways PD practitioners can access these perspectives. ■

The author is a policy and planning officer in the Bureau of Public Diplomacy and Public Affairs. Assistance with this story was provided by the Department's other program participants: Mara Andersen; Courtney Beale, assistant information officer in Islamabad, Pakistan; and Meghan Gregonis, the Turkey desk officer.



Post of the Month

CASAB



The setting sun casts shadows
off the interior columns in the
Hassan Mosque.

Historic Partnership
Still Flourishes
/// By Marcy Brown

LANCA

Post of the Month



Clockwise from above:
A vendor sells hand-crafted goods; consulate staff gather on the beach during off-site training; the olive market presents a kaleidoscope of colors.



Mention the word Casablanca and most people usually think of the classic 1942 film starring Humphrey Bogart and Ingrid Bergman. But in reality, this bustling metropolis of around four million people has little in common with the city portrayed in the film.

Since its founding in the 7th century, Casablanca has been home to the Berbers, Portuguese, Spanish and French, among others. The city has also played an important role in American history. During World War II, Casablanca was both a staging area for American military aircraft and host to the 1943 Casablanca Conference, where U.S. President Franklin Roosevelt and Great Britain's Prime Minister Winston Churchill discussed Allied war strategy.

Morocco's largest city, Casablanca is home to one in five Moroccans. It is the country's commercial and financial center and is often referred to as the "lungs of Morocco" because of its importance to the economy. The city has benefited tremendously from the country's free trade agreements with the United States and Europe. Most of the 125 U.S. businesses operating in the country are based in Casablanca.

Casablanca is a fascinating mix of modernity and tradition where donkey carts share the roads with expensive sports cars. Morocco still bears traces of its European colonial past, with French widely spoken throughout the country. The Arabic heard on the streets, known as "darija," is markedly different from that heard elsewhere in the Arab world.

The city is dominated by the breathtaking Hassan II Mosque, the largest mosque outside Saudi Arabia and the third largest in the world. More than 10,000 workers took seven years to build the mosque, which can accommodate 25,000 worshipers inside and an additional 80,000 on the surrounding grounds. It is the only mosque in Morocco



that can be visited by non-Muslims, and tours are given daily.

Casablanca has a vibrant nightlife, with numerous clubs and restaurants to satisfy every taste, including Chinese, Indian, Lebanese, Spanish and French cuisine. The legendary Rick's Café is in the heart of the city and offers a memorable dining experience.

Morocco is perhaps best known for its famous cuisine. Traditional dishes like couscous and tajine are available throughout the country, with different regions featuring variations on the basic recipes. Fresh produce, meat and seafood are readily available and of excellent quality. Citrus fruits grow so plentifully that sometimes streets are littered with oranges that have fallen off trees unpicked. Moroccan clementines, a variety of mandarin orange, are some of the best in the world and account for a sizable percentage of Moroccan agricultural exports.

Since Casablanca is on the Atlantic coast, nothing is far from the sea. The corniche, a long boardwalk that runs along the ocean, was recently redone and is an excellent place to exercise or take a stroll with the family. In the summer, carnival rides line the corniche, providing great entertainment for children. Just a few miles outside of town is the Tamaris Aquapark, the largest water park in Morocco. Construction is under way on the Morocco

Local residents watch the surf in the shadows of the Hassan II Mosque.



Post of the Month



Opposite page: The white roofs of Casablanca sprout satellite dishes and clotheslines. **Below:** Visiting U.S. astronaut Robert Satcher meets consulate children at the consul general's residence, Villa Mirador.



Mall, which will be one of the largest shopping malls in Africa, complete with an ice-skating rink, dolphin aquarium and IMAX theater.

Morocco is an air travel hub with easy access to Europe, sub-Saharan Africa and the rest of the Middle East, as well as regular nonstop flights to New York's JFK airport. Personnel assigned to Casablanca regularly take weekend trips to interesting destinations on one of the many discount airlines serving Casablanca.

Aside from the foreign travel opportunities, Morocco has much to offer within its

borders. Stunning snow-covered mountains, vast deserts, forests and beautiful shores are all within a few hours' drive from Casablanca. During the winter it is possible to play in

the snow and ride a camel in the desert on the same day. Casablanca enjoys a comfortable climate, with an average daily high temperature throughout the summer in the 70s. Moroccan drivers can be unpredictable, but the country has an excellent road network, and fast train service connects many of the large cities.

The U.S. Consulate General in Casablanca is focused on political and economic matters that affect U.S. interests, as well as outreach to Moroccans. Key issues include religious freedom, human rights, labor issues, youth and

Muslim outreach and VIP visits, including the Secretary of State's visit to Marrakech in October 2009.

The consular section provides countrywide consular services to American citizens and Moroccan visa applicants. Casablanca is one of the top Diversity Visa-issuing posts in the world. Dar America, one of the few remaining separate American Centers operated by the Department, houses the public affairs section and a lending library, and hosts film screenings, discussions and speaker programs.

The Department of Homeland Security

and Foreign Commercial Service have offices in Casablanca, reflecting the importance of cooperation on security matters and trade between the United States and Morocco. The DHS office is regional, covering Morocco, Tunisia, Algeria and Mauritania.

The consulate, which has been located in downtown Casablanca since the mid-1970s, plans to move to a more secure and spacious facility to house its 18 direct-hire Americans and 35 Locally Employed Staff. Direct-hire Americans have access to the commissary at the U.S. Embassy in Rabat about an hour away.

Personnel assigned to Casablanca live either in spacious apartments in the city center or villas in the suburbs. Most apartments are within walking distance of the consulate, allowing residents to avoid rush-hour traffic. The villas are near the Atlantic coastline a bit further from the consulate and offer comfortable walled-in gardens.

Currently, all dependent children in Casablanca attend the Casablanca American School, a well-respected educational institution that has been operating since 1973 and provides instruction from the nursery level to grade 12 on one campus approximately 10 miles south of the city center.

An assignment to Morocco's largest and most vibrant city should prove to be rewarding. The work done at this small post plays a key role in maintaining the long historic partnership between the two nations. Excellent cuisine, breathtaking scenery and plenty of activities await those who choose to serve in Casablanca. ■

The author was until recently a vice consul at the U.S. Consulate General in Casablanca.

At a Glance >>>

Morocco



Capital: Rabat

Government type: Constitutional monarchy

Area: 446,550 sq. km.

Comparative area: Slightly larger than California

Population: 34.9 million

Languages: Arabic (official), several Berber dialects and French

GDP - per capita: \$4,500

Export commodities: Clothing, textiles, electric components and chemicals

Export partners: Spain, France and India

Import commodities: Crude petroleum, textile fabric and telecommunications equipment

Import partners: France, Spain and China

Currency (code): Moroccan dirham (MAD)

Source: Country Background Notes



Stella Osagie-Aruya, supply supervisor at the U.S. Consulate General in Lagos, Nigeria, mentored a supply clerk in Africa.

Need Advice?

Situational mentors ready to lend a hand /// *By Sue Porter Beffel*

For employees who are new at an office or post and need guidance from someone more experienced, or have a new project and need skills or contacts they lack, the Department's situational mentoring program may be the answer.

The program, open to Civil Service and Foreign Service employees, Locally Employed Staff, interns and contractors, also can provide a short-term mentor relationship to employees who face problems related to office politics and need an experienced employee's insights, or who have had their job responsibilities multiply and need advice from someone who successfully balances challenging loads.

Situational mentors can even help an employee plan his or her next bid or career move by offering insight on other offices or giving guidance on what it's like to take the leap to a new career challenge, such as an excursion tour, fellowship or a change of cone or series.

400 Mentors

There are now more than 400 experienced situational mentors, all volunteers. They have committed to providing experience, perspective or a sympathetic ear, usually for a limited period. The mentors are Civil Service, Foreign Service or Locally Employed Staff employees,

and most have had long careers in the government or private sector.

To find or become a situational mentor, go to <http://intranet.hr.state.sbu/Workforce/Development/Pages/Mentoring.aspx> or click on the mentoring icon at <http://intranet.state.sbu/pages/home.aspx>. Select the Situational Mentoring or Locally Employed Staff Situational Mentoring choice, whichever is appropriate. Volunteers then post a short biography, and those seeking mentors are shown a list of possible mentors that can be searched by key word, location, career field or competencies, which are similar to the Foreign Service precepts.

Recently, a summer intern seeking a situational mentor found three graduates of Tufts' Fletcher School of Law and Diplomacy, a paralegal found several lawyers in a range of bureaus and an LE Staffer seeking someone in their region with budgeting skill found a mentor right down the hall.

The key-word function has also been used by the Department employee affinity group Returned Peace Corps Volunteers, who searched on the phrase "Peace Corps" to establish an active informal mentoring group. Veterans can search on "veteran" to find mentors who can ease the transition to the Department of State.



Clockwise from above: The author, left, meets with summer intern Jonathan Hurt, who used situational mentoring to set up interviews in several offices; Hurt explains his goals to his informal mentor, contractor Alfredda Payne, during the Mentoring Summer Forum; Paul Lawrence, chief of Career Development in the Office of Civil Service Human Resource Management, left, listens as Michael Hindi, right, describes his mentoring experiences.



Next: Ask

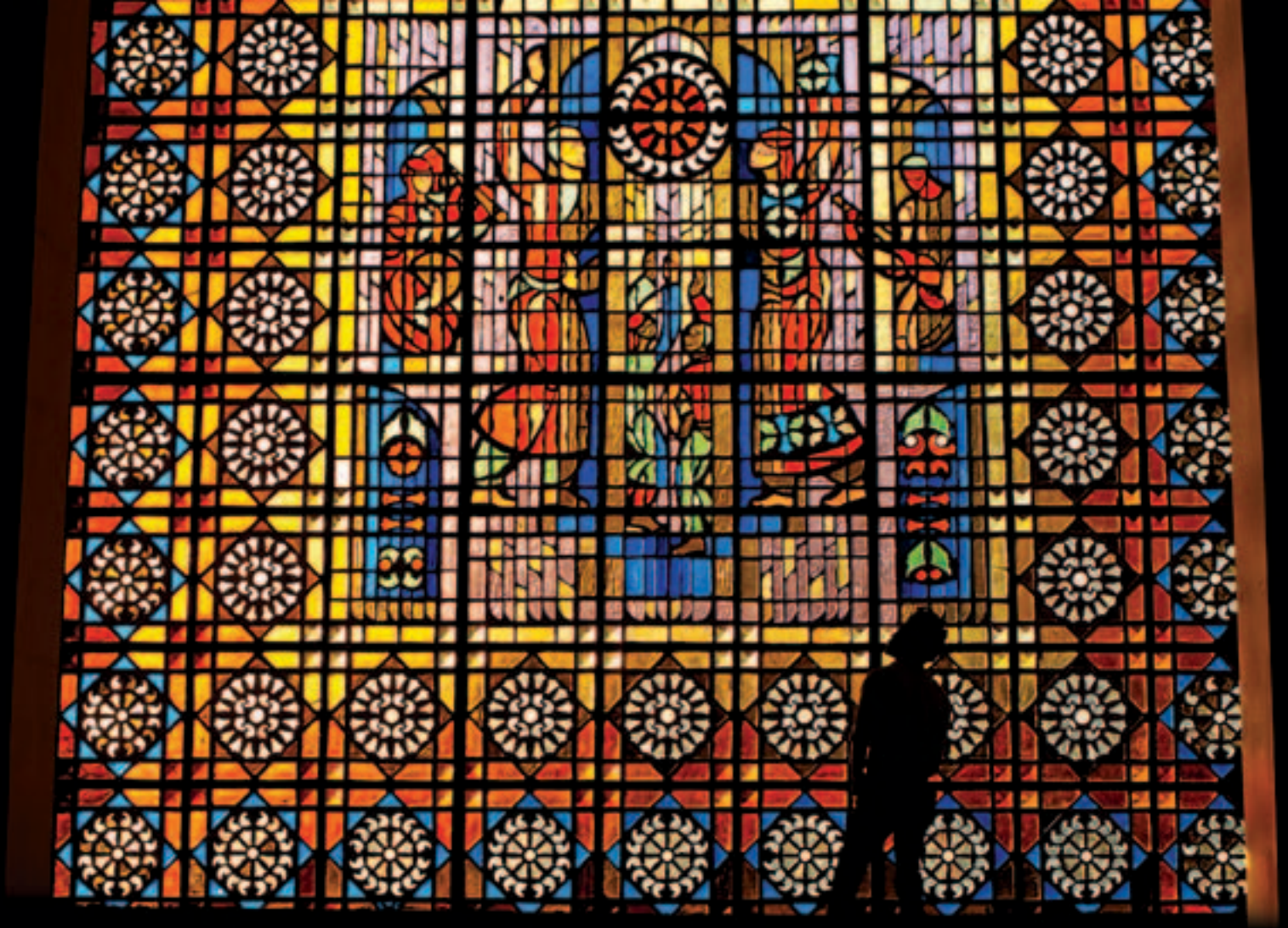
The next step is to contact one or more of the volunteers found on the list, via a call or e-mail. Most contacts lead to expanded professional networks and sometimes to friendships. Mentors who can't help will refer the employee needing assistance to someone who can. In the October issue of *State Magazine*, Director General Nancy Powell devoted her monthly column to situational mentoring successes around the world and offered several case studies. Here are some more:

- A supply clerk in Africa arrived at a branch office job to find the expendables store organized completely differently from the way the store in the capital was organized. He found a mentor in an experienced manager, who helped him institute record-keeping improvements and adjust to the new set-up.
- A summer intern seeking a sense of the whole Department via informational interviews developed a short list of questions and selected interviewees from several bureaus. She wrote up what she had learned and shared her notes with her mentors and other interns.
- A Civil Service employee wanting experience with Foreign Service position classification worked with a mentor to arrange a three-week rotation that exposed the employee to a range of FS classification work. The employee discovered an interest in FS compensation as well.

- A mentee, unsure if she should apply for a new position, had her mentor read her resume. The mentor helped her realize she would be perfect for the job by listening carefully and providing an outside perspective. Together, they cut through the cloud of issues and developed an action plan. They also worked to revise her resume, and she applied for the job. That employee said she now understands that she can actively direct her career development, regardless of the outcome of her latest job application.

Do you have a work or career situation that might be improved by new ideas or perspectives? Contact a situational mentor. ■

The author coordinates situational mentoring as a career development specialist in the Office of Civil Service Human Resource Management.



Artist Kendal Henry looks at a mural in the city of Kulob, Tajikistan.

Storytelling Images

A lifelong photographer, I joined the Foreign Service unsure of how I could use my visual arts background. While I've since finished an advanced degree in digital photography from New York's School of Visual Arts and sold two prints to the Brooklyn Museum, I also found I'm able to use my skills daily as information officer at the U.S. Embassy in Dushanbe, where I'm helping transform the public affairs section into a photo and video production studio for outreach to the host nation's people.

Nestled high in the mountains between Afghanistan, China, Uzbekistan and the Kyrgyz Republic, Tajikistan is a poor country still recovering from civil war. This former Soviet state is a place where Porsches dodge potholes in the capital city and over-laden

mules traverse the high paths of the rugged Pamirs. Having lived in the Kyrgyz Republic, Uzbekistan and Turkmenistan, I had some idea what to expect, but when I arrived in February, I found social and economic conditions to be extreme. I use photography and social media to document life, promote post messages and demonstrate the impact of U.S. assistance projects.

In my second week at post, I served as an election observer in Garm and photographed election officials counting the votes after this historic election.

Flood Documented

In May, powerful floods devastated the Kulob region of Tajikistan, forcing more than 4,000 people into a tent city

constructed on a football field. The U.S. Central Command flew two cargo planes of supplies in to help the victims, and I was afforded the opportunity to photograph the damage, aircraft landings and distribution of tents and medical supplies. The story was published on DipNote, the Department's blog.

I recently accompanied Ambassador Ken Gross to the poor and isolated Pamir region, where I wrote the press release and took all the photos to tell the story of how the United States is helping secure the Tajik-Afghan border and improve the quality of life there. My job as information officer has given me access to many similar opportunities to share embassy success stories and make compelling art.

Photographer uses skill to make case for aid /// *By Damian Wampler*



Clockwise from top right: A strategic communications officer from U.S. Central Command, center, bonds with Tajik children at the tent city for Kulob flood victims; a store lights darkened Somoni Avenue in Dushanbe, Tajikistan; vote-counters in Garm discuss the parliamentary elections; a Pamiri family is shown in Langar, Tajikistan.

Though limited, Internet access is growing in Tajikistan due to the spread of hand-held Internet devices and wireless Internet. The embassy Web site provides public access to information, while Facebook allows for interaction and networking with Tajikistan's people. Images from the Web site, for instance, are shared among Facebook users, helping to spread information about U.S. projects. Comments by Facebook users and the number of "likes" on a photo or press release tell which stories the public is most interested in. Because posting information and creating and sharing photo albums on Facebook is so effortless, the public affairs section has moved most of its photos there.

For instance, the Web site has only one photo from my visit to the Afghan border but links to additional images on the post's Facebook page, which I manage. We now upload 10-20 images per story to Facebook, which has albums of my photos of the Kulob flood victims, among others. I also link our

Facebook page to YouTube and America.gov.

This fall, the section will hire a social media specialist and begin using high-end still and video cameras and advanced editing software to take full advantage of social media.

Reaching Out

This year, I began publishing the post's first public diplomacy newsletter, using mainly images to share our success stories and underscore the impact of U.S. efforts to help the people of Tajikistan. I've also held photography training for the American Corner coordinators, the alumni of exchange programs and embassy staff.

Some of my images tell stories of things yet to come. The U.S. Embassy is interested in rehabilitating a Dushanbe swimming pool that could give boys and girls from Tajikistan and Afghanistan much needed recreational space. It was built in 1971 but shut down and vandalized at the start of Tajikistan's civil war.

Today, it's in ruins in the center of Dushanbe. I visited the pool, shot a few images and used Photoshop software to demonstrate how this sports complex would look if it were rebuilt. My goal is to make people vividly aware of what is being done here and what possibilities lie ahead, using the technology at hand.

I'm lucky. I get to use my photo skills daily and share my love of photography with my staff and colleagues. Since childhood, I've used photos to highlight issues such as poverty and injustice, and I'm delighted to continue this work at post.

Photos I've shot for the embassy are on its Web site, <http://dushanbe.usembassy.gov>, and Facebook page, <http://www.facebook.com/#!/usembassy.dushanbe?ref=search>, and on DipNote, at blogs.state.gov. My personal photos are on my Web site, damianwampler.com. ■

The author is the information officer at the U.S. Embassy in Dushanbe.



Department staffer William Rydell, standing third from left, participates in the exercise in Grafenwoehr, Germany.

Linking Networks

A team from the State Department's Office of the Coordinator for Reconstruction and Stabilization recently participated in the U.S.-hosted Combined Endeavor exercise, in which representatives of 40 nations worked to, among other things, collaborate on communication and computer networks and build person-to-person relationships.

Ambassador Katherine Canavan, civilian deputy to the commander of the U.S. European Command and a State Department foreign policy advisor, played a lead role in the exercise, held in Grafenwöhr, Germany, and at Kogalniceanu Airbase in Romania.

"Combined Endeavor featured more than 40 nations working together to break down technological and procedural barriers to communication and develop cooperative solutions to communication and

computer network challenges," said Canavan, who worked with the Department of Defense to get S/CRS involved in the exercise.

Interactivity Sought

The exercise involved more than 1,300 people, who worked to get the 40 nations' communication and network technologies working together. The result was published in an interoperability guide that was distributed to participating nations to assist them with communications logistics when providing crisis or disaster aid. The exercise allowed participants to test networks and discuss ways to build commercial trade, route network access and communications, and propose cooperative agreements, according to a statement by DOD.

Canavan said Combined Endeavor provided an opportunity for S/CRS to reach out to many of the emerging nations throughout Southeastern Europe, work out local issues and build peer-to-peer relationships across nations. S/CRS staff can now enhance the U.S. missions in these nations through direct outreach from this exercise, she said.

The exercise's theme, Diplomacy through Technology, reflected its wide-ranging benefits, she said.

Now in its 16th year, Combined Endeavor has evolved from being a technical exercise to being an opportunity for representatives from participating nations to meet and work through technological challenges, said a DOD statement. The exercise also allows participants to create the groundwork

Department, DOD jointly promote communications /// *By Capt. Jack H. Gaines*

for cooperative diplomatic solutions in commerce and trade.

"In today's world, where information moves at cyber speed, effective multinational operations depend on fast, seamless and redundant communication and computer network systems," Canavan said.

She said S/CRS joined the exercise to advance U.S. civilian-military partnerships. "Improvements in communication and computer network capabilities will not only enhance the readiness of our forces to provide regional stability, they will also enable more efficient cooperation across a broad range of activities, including natural disaster response, trade and investment expansion, and educational opportunities among our nations and citizens," Canavan said.

Testing Conducted

Bill Rydell, a technical planner with S/CRS, said the exercise gave S/CRS the opportunity to "test our equipment with the military and the international community to affirm we have the capabilities to communicate with U.S. military and international partners when we deploy." He said being able to unify various communication and network technologies from a wide range of countries is vital to responding to a crisis or disaster.

Right: Department Foreign Policy Advisor Katherine H. Canavan, civilian deputy to the commander at the U.S. European Command, is briefed on the exercise at a Romanian airbase. **Below:** The exercise's official flag stands at rest as participants strategize.

"To date, every test we have done with the Combined Endeavor network has been successful," he continued.

Since 1995, nations participating in the exercise have subsequently used its interoperability guide when configuring telecommunications to respond to major military and humanitarian relief efforts around the world. Examples include the 2002 Irish evacuations out of Liberia and the 2006 French, Italian and Russian evacuations out of Lebanon. During the 2004 Indian Ocean tsunami crises, Swiss helicopter flight crews used an

interoperability guide to communicate with ground controllers for coordinating and delivering aid and assisting with life-saving relief missions.

Rydell said benefits of the exercise included an enhanced relationship with the U.S. military, connections made with members of the international community and knowledge that those nations' equipment is compatible with other participating nations.

"We are here with different types of equipment," said Miha Plevnik, a representative from the Slovenian delegation. "We are



teaching each other how to use these systems, getting more and more experience and getting better in communications."

Romania's Minister of National Defense Gabriel Oprea said his nation's involvement was "highly beneficial for the Romanian military, paving the way for switching from analog to the new generation of digital communications systems."

Canavan said the exercise would improve participant nations' communication and computer network capabilities, strengthen partnerships and keep these nations at the forefront of a dynamic information environment. For S/CRS, she continued, the exercise creates people-to-people networks with representatives of other European nations, educates those representatives on the S/CRS mission and builds relationships that aid S/CRS in its ability to carry out its mission. ■

The author is a member of the U.S. European Command's Public Affairs Office. Assistance with this story was provided by his office and S/CRS.

LE Staff Advocates

HR/OE manages overseas employment */// By Deborah Hunsley*

If the heart of American diplomacy and foreign policy lies in the State Department's employees, and the largest group of them (53,000) is the Locally Employed Staff, then the Human Resources Bureau's Office of Overseas Employment has a big and important mission since it serves as a sort of Office of Personnel Management for all LE Staff.







The office formulates LE Staff human resource policies, regulations, compensation and guidance for U.S. missions, doing so in conjunction with 178 unique local labor codes. The office's 30 employees have a wide portfolio encompassing the full lifecycle of LE Staff employment, from position classification through recruitment and performance management to retirement.

To keep up with changes in the global workforce, HR/OE must keep the Department's overseas employment policies current with industry standards. The office, led by Office Director Catherine Ebert-Gray, is composed of three divisions: Compensation Management, Human Resource Management and Policy and Coordination. The office's work is dynamic and challenging, requiring strategic focus, innovation and problem-solving, Ebert-Gray said.

As International Human Resources Manager Wendy Holloway-Brown put it:

"We are advocates for the LE Staff."

A good example of HR/OE's work was seen in February, immediately after the devastating earthquake in Haiti. Office staff quickly drafted and gained approval for a number of benefits that offered additional support to LE Staff during the crisis. Without the policies, processes and methodologies implemented to respond to the disaster, life would have been even more challenging for LE Staff in Port-au-Prince, Ebert-Gray said.

HR/OE also provides tools for Department managers and LE Staff that go beyond the scope of the lifecycle of employment. In April, for example, it published the Locally Employed Staff High Stress Mission Guidance, the first publication to identify the full range of State Department resources available to LE Staff at high-stress posts.

The publication includes input from many offices, including the Office of Medical Services, the Foreign Service Institute and the

Office of Employee Relations. It's intended for the more than 300 LE Staff serving on temporary duty in Iraq and Afghanistan, and the hundreds of others who serve at such high-stress posts as Islamabad, Sanaa and Port-au-Prince.

"Knowing that what I do in my office affects a workforce of more than 53,000 employees reinforces my passion to provide our overseas family the commitment and support they need," said HR/OE Policy Development Specialist Marcos Correa.

Compensation

American law requires that U.S. embassies' local compensation packages be established in accordance with locally prevailing practice. Therefore, LE Staff compensation is based on a locality's cost of labor and not the cost of living. While the U.S. government cannot be seen as paying too much or too little, American embassies are typically seen as competitive employers. Worldwide, less than



HR/OE staff members hold a teleconference to discuss the Department's Compensation Modernization Refinement Initiative. From left are Arkim Wilson, Ansa Nakamori, Veronica Bell-Macer, Corrine Thornton, Michele Morris, Lynn Boone, Nida Sophasarun, Sabrina Cook, Sally Cintron and Concettina Parisi. **Below:** HR/OE staff members go shopping with local staff during a visit to Saudi Arabia.



2 percent of embassy LE Staff quit to seek better employment or higher salaries.

HR/OE analyzes 178 different compensation plans each year to ensure that mission salaries and benefits are in sync with local labor markets. Salary increases beyond employees' annual performance-based within-grade increases arise from these analyses but are subject to the availability of funds in each mission's yearly budget.

HR/OE applies a total compensation model to capture changes in the local labor market, just as is done in the private sector. In its analyses of local market conditions, HR/OE's annual compensation review considers all manner of benefits and allowances, including the monetized value of such in-kind benefits as company cars, company cafeterias, subsidized meals, company products and discounts. These in-kind benefits are all incorporated into the calculation of possible increases to the local employees' total compensation package. The mission's total compensation package also includes medical and life insurance benefits and other intangible benefits.

Retirement

Among the many local retirement plans in which missions participate, three types predominate. There is the Local Social Security System, in which U.S. missions must participate unless the host country's system is not viable. There is the supplemental retirement plan, which complements an LSSS and is based on prevailing practice and funded by mission and/or employee contributions. A third type is the FSN defined contribution plan, which is a replacement retirement plan that currently covers more than 9,000 LE Staff at posts approved for nonparticipation in an LSSS or that lack an LSSS.

In response to recent instability in some local social security systems, financial markets and under-funded accounts, HR/OE and the Bureau of Resource Management, working with the Office of the Legal Advisor, have begun a worldwide review of mission retirement plans, including developing a global inventory, planning evaluation criteria and funding rollover methodologies. The office aims to ensure that all LE Staff have a secure and viable retirement or end-of-service benefit, and also wants to support posts' HR and procurement personnel in managing these increasingly complex benefit plans, Ebert-Gray said.

An international compensation firm recently reviewed HR/OE's processes and analysis methodologies and found that most of the local compensation issues and concerns experienced by missions are not unusual and that global

Office of the Month

Catherine Ebert-Gray is director of the Office of Overseas Employment. Below: HR/OE staff members meet in Riyadh, Saudi Arabia, to research prevailing practices in employee compensation.



companies encounter the same problems when managing organizational affordability and employee expectations. Finding the proper balance between an institution's needs and an employee's needs is an ever-present challenge for any organization, Ebert-Gray observed.

HR/OE will soon implement several modernizations in response to the evolution of the Department's workforce. For example, currently each post's compensation plan is evaluated annually. By carrying out comprehensive reviews every three years instead, HR/OE will be able to conduct greater in-depth analysis of a country's economic trends and how they impact the labor market, Ebert-Gray said. In intervening years, salary adjustments will be proposed if supported by cost-of-labor market projections or historical trends. This refined process will limit ceiling fluctuations from year to year and provide a more strategic approach to local compensation.

More Data

In addition, she said, the office will begin including multiple sources of off-the-shelf compensation data in its analyses. The number of companies gathering national compensation data is growing, and the industry is maturing. HR/OE will begin tapping into some of these new sources of international wage and benefits information to complement existing data sources.



Technology will also play a part in the modernization program. Compensation Link Connect, a software tool now in development, will capture worldwide LE Staff compensation data to provide agencies, bureaus and posts with the information to calculate the effects of proposed increases on their budgets and financial plans. This will provide for out-year budgeting coordinated among all of a post's agencies. In time, the software also will allow for

historical analysis of wage information, trends and budgeting, HR/OE said.

"Each and every e-mail we open brings a new issue, a new challenge," said International Compensation Manager Sally Cintron. "Covering 178 unique missions, there is something new for us to tackle every day." ■

The author is chief of the Policy and Coordination Division of HR/OE.

What's Hot

PA459 – Protecting Personally Identifiable Information

The course is available online in the FSI LearnCenter for Department of State Foreign Service and Civil Service employees, as well as those Foreign Service Nationals who handle PII data: <http://fsi.state.gov/admin/reg/default.asp?EventID=PA459&filterlocation=>

PK324 – Tags and Terms

Participants can expect to increase their effectiveness and enhance their job performance with the correct application of the TAGS/Terms System. The course is available online in the FSI LearnCenter for Department of State employees who draft, store and retrieve official communications: <http://fsi.state.gov/admin/reg/default.asp?EventID=PK324&filterlocation=>

PK207 – Files and Records Management

In this course, you will learn the rules and regulations that apply to Department of State records management and how to apply them to documents and files you create, maintain and retire or destroy. Department of State employees can apply for this distance learning or classroom course online at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PK207>

PA449 – ePerformance for Civil Service

ePerformance for Civil Service automates the creation and approval of the Performance Plan and Appraisal via the Manager and Employee self-service components of the Global Employment Management System. Managing the process online provides employees the opportunity to plan, review and approve performance appraisals. Civil Service employees can apply online at: <http://fsi.state.gov/admin/reg/default.asp?EventID=PA449&filterlocation=>

FSI Web Page

Find everything you need to about FSI and its training opportunities at <http://fsi.state.gov/>. This site is constantly updated to give you just-in-time information on services such as:

- Online Catalog: Up-to-the-minute course schedules and offerings, from live

classroom training to distance learning.

- Online Registration System: Submit your training application for classroom, distance learning and even External Training, using the Online Registration link found on virtually every course description or the External Training Web page.
- Training Continua: Road maps to help you effectively plan your training for the year or beyond.
- About FSI: Get a snapshot of FSI's history and enrollment statistics.
- Links to training resources: View information on specific countries, language learning and testing, and myriad helpful reference materials.

Student Records Online

Located on the FSI Web page, Student Records Online is a secure, password-protected site that provides access to all FSI training information. Features include:

- Reviewing and printing your training schedule.
- Reviewing and printing your student transcript.
- Tracking the status of your training request.
- Canceling an already-scheduled FSI course.

- Requesting changes or canceling an External Training registration.
- Creating and submitting your Individual Development Plan/Work and Development Plan for Locally Employed Staff.
- Retrieving your FasTrac password.

For more information and to establish your logon, visit the Web site at <https://fsiapps.fsi.state.gov/fsirecs/Login.aspx>.

Ask FSI

Looking for information on a specific course, training location or distance learning? Experiencing a problem with registration, accessing a course or technical issue? "Ask FSI" is your answer! Found on the homepage of FSI (<http://fsi.state.gov/>), "Ask FSI" allows you to review frequently asked questions or submit your own inquiry. Questions are routed quickly for prompt response.

For information on all the courses available at FSI, visit the schedule of courses on OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses, new course dates and periodic announcements of external training opportunities sponsored by FSI. For additional information, contact the Office of the Registrar at (703) 302-7144/7137. ■

Security

		Dec	Jan	Length
MQ911	Security Overseas Seminar	13,20	3,24,31	2 D

Foreign Service Life Skills

		Dec	Jan	Length
MQ107	English Teaching Seminar	8		2 D
MQ116	Protocol and the U.S. Representation Abroad		22	1 D
MQ203	Singles in the Foreign Service		19	4H
MQ703	Post Options for Employment and Training		20	1 D
MQ704	Targeting the Job Market		28	1 D
MQ802	Communicating Across Cultures	4		1 D
MQ803	Realities of Foreign Service Life	2		1 D
MQ853	Managing Rental Property Overseas		12	4H
MQ950	High Stress Assignment Outbriefing Program	3	7	4 H

Career Transition Center

		Dec	Jan	Length
RV101	Retirement Planning Workshop	6		4 D
RV103	Financial Management and Estate Planning	8		1 D
RV104	Annuities and Benefits and Social Security	7		1 D

H=Hours D=Days W=Weeks

Upcoming Classes



DriveCam Can

Video technology reduces vehicle crash risk // By Greg Wolfe and Kristin Gwin

Driving is one of the most dangerous activities employees and their families engage in while serving abroad. The World Health Organization estimates that each year more than 1.25 million people are killed worldwide in traffic accidents. Two people die every minute in vehicle crashes, the equivalent of eight 747 jetliners falling out of the sky and killing everyone aboard every day.

In many countries, deficiencies in road infrastructure, law enforcement and driver education create chaotic and extremely challenging driving conditions. While these factors are not directly controllable, the behavior of drivers of Department vehicles is. Video technology recently installed in official vehicles overseas has revealed that some drivers' unsafe driving significantly increases the risk of collisions. Drivers may have little or no control over traffic conditions, but they can control their interactions with these conditions and thus reduce the risk of crashes, injuries and death.

Since 1991, collisions involving official Department vehicles overseas have resulted in 167 fatalities, 121 of which occurred in the past decade. In 2008, posts reported 24 official vehicular fatalities, the worst year since tracking began. Eighteen of the victims that year were local national pedestrians, including seven children. In the past 20 years, 10 posts have accounted for nearly 40 percent of the official-vehicle-related fatalities.

The Bureau of Overseas Buildings Operations' Office of Safety, Health and Environmental Management has focused considerable resources on improving overseas motor vehicle safety by funding safe-driving programs, conducting motor vehicle safety audits and expanding the management controls recommended for safe vehicle operations.

Call to Action

After 2008, it became clear that a different type of intervention was necessary to effect a change in drivers' behavior and immediately reduce the number of fatalities. In March 2009, SHEM partnered with the Bureau of African Affairs and four of the highest-risk embassies to implement DriveCam, a small event-data recorder that, when installed in official vehicles, provides managers and supervisors with a view into the driver's world. It allows supervisors to effectively track driver performance and quickly change unsafe driving behaviors.

DriveCam was not implemented to capture the relatively rare official vehicle crashes but to allow supervisors to see the numerous close calls and unsafe driving behaviors that lead to crashes.

Like a small flight data recorder or "black box," the event data recorder constantly records audio, video, speed and force vectors. It writes over itself every 30 seconds unless a sudden force from hard braking, cornering or a collision triggers an "event." Once an event is triggered, the device captures what is occurring directly in front of and inside the vehicle for the eight seconds before and four seconds after the event. Since the program's inception, more than 3,600 events have been captured, documenting risky behaviors such as cell phone use, excessive speed and tailgating.

Recorded events are then viewed by supervisors through DriveCam's Internet site. Drivers who exhibit hazardous driving behaviors are coached on what they need to do to improve. The program has shown that once drivers understand that their supervisors are tracking their performance, dangerous behaviors become less frequent.

Turning Point

The U.S. Embassy in Dar es Salaam, which had reported 12 fatalities from motor vehicle crashes in six years, was the first post selected to pilot this program. Since implementation 18 months ago, there have been no fatalities or serious preventable crashes. According to General Services Officer Mike Davids, "embassy vehicles have logged 1,102,483 miles without having a fatality, Class A or B mishap. I attribute this to the implementation of DriveCam, the training of the Dar coaches and support of the OBO/SHEM DriveCam team."

Post managers clearly communicate to all employees driving official vehicles that unsafe behaviors will not be tolerated. The program resulted in a 62 percent reduction in near collisions, a 54 percent decrease in the number of events, a 49 percent decrease in the severity of events and a 71 percent improvement in seat belt usage in the program's first year of operation in one of the most challenging road environments in the world.

The hundreds of hours of information collected from DriveCam have proven there are things drivers can do to reduce crash risk in dangerous overseas traffic conditions. They can slow down, avoid distractions, allow for more space between vehicles, be less aggressive and always wear seat belts.

While DriveCam may not be watching you in your vehicle, you need to be watching how you drive to avoid becoming another crash statistic. ■

The authors are certified industrial hygienists in the Office of Safety, Health and Environmental Management in the Bureau of Overseas Buildings Operations.

U.S. Ambassador to Lesotho

Michele Thoren Bond of the District of Columbia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Kingdom of Lesotho. Previously, she was deputy assistant secretary for Overseas Citizens Services in the Bureau of Consular Affairs. She was consul general in Amsterdam and has also served in Guatemala, Belgrade, Prague and Moscow. She is married to retired Foreign Service officer Clifford Bond. They have four children, one of whom, Robert, is a Foreign Service officer.



U.S. Ambassador to Cote d'Ivoire

Phillip Carter III of Virginia, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Cote d'Ivoire. Previously, he was principal deputy assistant secretary in the Bureau of African Affairs. Before that, he was ambassador to Guinea. He was deputy chief of mission in Antananarivo and Libreville and has also served in Dhaka, Lilongwe, Winnipeg and Mexico City.



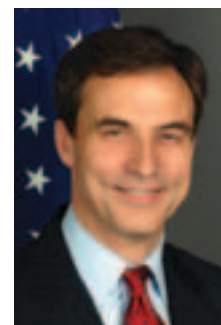
U.S. Ambassador to Yemen

Gerald M. Feierstein of Pennsylvania, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Yemen. Previously, he was deputy chief of mission in Islamabad. Before that, he was principal deputy assistant coordinator in the Office of the Coordinator for Counterterrorism. Other postings include Tunis, Riyadh, Peshawar, Muscat, Jerusalem and Beirut. He is married and has three children.



U.S. Ambassador to Malaysia

Paul W. Jones of New York, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to Malaysia. Previously, he was deputy special representative for Afghanistan and Pakistan and concurrently deputy assistant secretary. He was deputy chief of mission in the Philippines, Macedonia and the U.S. Mission to the Organization for Security and Cooperation in Europe. Other postings include Colombia, Russia and Bosnia and Herzegovina. He is married and has two children.



U.S. Ambassador to Indonesia

Scot A. Marciel of California, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Indonesia. Previously, he was deputy assistant secretary in the Bureau of East Asian and Pacific Affairs and ambassador for Association of Southeast Asian Nations Affairs. Other postings include Vietnam, the Philippines, Hong Kong, Brazil and Turkey.



U.S. Ambassador to Chile

Alejandro D. Wolff of California, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Chile. Previously, he was deputy permanent U.S. representative to the United Nations. Other postings include Algeria, Morocco, Cyprus, the U.S. Mission to the European Union in Brussels and France. He was executive assistant to Secretaries of State Madeleine Albright and Colin Powell. He is married and has two children.





John George Bacon, 89, a retired Foreign Service officer, died April 25 at his home in Destin, Fla. He served in the Army during World War II and joined the Department in 1950. His postings included London, Rome, Khartoum, Saigon, Bonn and Jakarta. In 1969, he headed the U.S. delegation to the Strategic Arms Limitation Talks in Helsinki. After retiring in 1980, he accompanied his wife to postings in Accra, Tel Aviv and Bridgetown. He enjoyed tennis and bridge and was active in his church.



J. Lee Gawf, 88, a retired Foreign Service officer, died Aug. 17 at his home in Portland, Ore. An Annapolis graduate, he served in the Navy and worked as an electrical engineer for Bechtel before joining the Department in 1954. His postings included Guadalajara, Genoa, Caracas, Ottawa, Naples, Belize City and Rome. He retired in 1988. He was dedicated to his family and had an irrepressible sense of humor.



Charles H. Baldwin, 89, a retired Foreign Service officer, died Aug. 10 in Fort Myers, Fla. He served in the Navy in the Mediterranean during World War II. He worked in the Office of the Executive Secretariat, serving under three Secretaries of State as a budget officer. He retired in 1973, and in 1979 moved with his wife to Florida. He was active in the Coast Guard Auxiliary and was a member of Diplomatic and Consular Officers, Retired.



John E. Glapion, 60, a retired Civil Service employee, died Aug. 15 at his home in Manassas, Va. He served with the Army in Vietnam and joined the Department in 1977 as a teletype operator. As a systems analyst, he traveled to posts worldwide implementing new initiatives. He was an information technology specialist with the Bureau of Information Resource Management when he retired in 2005. He was an avid aquarist and gardener.



Don J. Droege-mayer, 96, a retired Foreign Service officer with the U.S. Information Agency, died July 13 of pulmonary and cardiac arrest in Santa Rosa, Calif. He served in the Army. He helped broadcast the Nuremberg prosecutions of the Nazi leadership before joining Voice of America in 1949. He set up and maintained VOA transmitters in Morocco, Germany, Liberia and the Philippines. He retired in 1974. He enjoyed swimming, poker and using Skype to talk to people around the world.



Livia P. Hewitt, 82, a retired Foreign Service specialist and widow of U.S. diplomat Ashley Hewitt Jr., died Sept. 11 in Virginia. She was being treated for pancreatitis. She met her husband at her first post, Quito. They later served in Buenos Aires. She was an office manager with the Central Intelligence Agency in the late 1980s and retired to Annapolis, Md., in 1992. She loved gardening, Italian cooking, salsa dancing and mystery novels, and had a flair for fashion and interior design. Her son Douglas works for the Department.



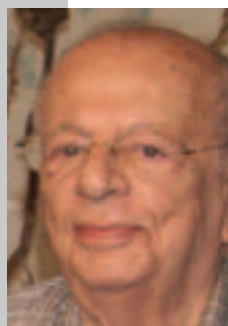
Benjamin Armstrong Fleck, 87, a retired Foreign Service officer, died Aug. 14 of natural causes in Portland, Ore. He served in the Army during World War II and joined the Department in 1953. His postings included Venezuela, India (New Delhi and Madras), South Vietnam, Korea and Burma. After retiring in 1978, he consulted for the Department and was a professor of international affairs at Utah State University. He sang in choruses and church choirs and was active in his retirement community.



Nicole John, daughter of Foreign Service officer and Ambassador to Thailand Eric John and Sophia John, died Aug. 27 in an accident in New York, N.Y. She was a freshman at Parsons The New School for Design, which has established the Nicole John Scholarship Fund (c/o The President's Office, The New School, 66 West 12th St., New York, NY 10011) in her memory to support deserving students in fine arts and photography.



James N. Leaken, 85, a retired Foreign Service officer, died Aug. 4 of complications from acute bronchitis in Santa Fe, N.M. He served in the Navy during World War II and participated in the D-Day invasion. His postings included Costa Rica, El Salvador, Spain, France, Russia, South Africa, Nigeria, Switzerland, Poland, Mexico and the Philippines. After retiring, he worked with the U.S. contingent of the Multinational Force and Observers in Israel and at embassies in Czechoslovakia, France and Saudi Arabia. Later, he and his wife moved to Columbus, Miss., where they worked with her family travel business. They were avid travelers.



Eric Rehfeld, 89, a retired Civil Service employee, died Aug. 24 at his Bethesda, Md., home. He served in the Army during World War II and retired as a major after 20 years in the Army Reserve. He joined the Department in 1967, traveled extensively in Europe and Asia and become coordinator for North Atlantic Treaty Organization programs in 1987. He retired in 1995 after 53 years of government service. He enjoyed traveling, classical music and theater.



Christoph Maurer, 46, head butler and residence manager at the U.S. Ambassador's Residence in Austria, died Aug. 21 of cancer in Vienna, Austria. During his 22 years of service, he ensured the highest standards for representational functions and provided for the well-being of eight ambassadors, their families and guests. He enjoyed Scottish music and spending time with family and friends.



Joseph Michael Stewart, 67, a retired Department employee, died June 19 of Parkinson's disease and amyotrophic lateral sclerosis in Warner Robins, Ga. After a 23-year Air Force career, during which he served in Vietnam, he joined the Department in 1990. He was posted to Cairo, Geneva, San Jose, Paris and Santiago, and retired in 2006. He enjoyed spending time with family and friends.

In the Event of a Death...

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For questions on submitting an obituary to *State Magazine*, please download guidelines from the Web site at www.state.gov/statemag, or contact Bill Palmer at palmerwr2@state.gov or (202) 203-7114.

Retirements

Foreign Service

Blakely, Richard V.	Larson, Gregory Kim
Daly, Kanikar N.	McIlhenny, William Whit
Finn, Helena Kane	O'Brien, Timothy W.
Geenen, Janine F.	Pilotte, Grace-Ann
Hopper, David T.	Pilotte, Ronald Terence
Keating, Lawrence James	Schaefer, Karen R.
Kovach, Peter John	Spivey, Mary K.
Kunert-McCumber, Hannelore	Trimble, Karen B.
Marchiano, Natale J.	Watts Jr., Robert Merwin

Civil Service

Beard, Shirley J.	McCoy, Frank Venson
Berenson, Alan W.	McNeil, Joyce M.
Conrad, Kathe D.	Oocumma, Olsa F.
Dawson, Sanford K.	Robbins, Ingrid
Ellis, Gregory S.	Smulson, Gudrun S.
Fisher-Thompson, James E.	Thomas, Sylvia L.
Gombert, Dennis N.	Ward-White, La Verne
Johnson, Karla L.	Yates, Janet M.
Margeson, Michael V.	

Coming In Our December Issue:

EUR Team Monitors
Bosnia Elections

Offices Raise Funds
for CFC

Foundation Aids
FSO Retirees

...and much more!

You've Got a Friend... On Facebook

Facebook... Isn't that a site for teenagers?

Facebook has come a long way. Started in a college dorm room in 2004, Facebook is now the most used social networking site in the world with more than 500 million active users (about 1 person in 14 in the world).

How do I become "friends" with State Magazine?

It's simple! Visit our Facebook page at facebook.com/statemagazine. Once there, click on the "Like" button at the top of the page. You'll become part of our network, giving you access to news updates, exclusive content and "sneak peeks" of what we're working on for the next issue.





Working Partnerships

Are two heads really better than one? That old adage rings as true as a bell, judging by the results of certain Department activities highlighted in this issue.

For example, situational mentoring reflects how veteran employees with deep knowledge in certain areas can help a less-experienced colleague facing challenges in those areas. Situational mentoring can be useful to those who are new at an office or post, have a new project or simply need skills or contacts. Mentees are placed in short-term relationships with one of the Department's 400 volunteer mentors. To learn more or find a situational mentor, go to <http://intranet.state.sbu/pages/home.aspx> and click on the "Mentoring at State" icon at the bottom of the page. The site allows visitors to search by key words. For instance, returned Peace Corps volunteers can search on "Peace Corps" to establish an active informal mentoring group. Veterans can search on "veteran" to find mentors who can ease the transition to the Department of State.

Another example of two beating one: the new ground opened by a U.S.-Mexican partnership designed to share the battle against the growing drug war crisis. The shared office space that opened in August in Mexico City represents a milestone in bilateral cooperation—the U.S. Embassy in Mexico City says it's the first such bilateral office the Department has opened anywhere.

The Bi-national Implementation Office, or BIO, will promote U.S.-Mexican cooperation on Merida Initiative projects. Launched in 2008, the initiative is a \$1.4 billion, three-year commitment to help Mexico break up drug trafficking organizations and build stronger judicial and public security institutions. Operating under the premise that the two nations share responsibility for combating the drug threat, the initiative increased the Narcotics Affairs Section staff fourfold and established a new framework for working with the government of Mexico. The new office occupies an entire floor in a Mexico City office building and is home to 70 U.S. and Mexican government officials.

In a lower profile partnership effort, the Department took a leading role in coordinating assistance offered by other nations in response to the catastrophic oil spill in the Gulf of Mexico. The Office

of Ocean and Polar Affairs in the Bureau of Oceans and International Environmental and Scientific Affairs facilitated the transfer of international resources and assistance from 27 countries and 4 international organizations. The aid included such equipment as skimmers and oil pumps, supplies such as oil dispersants and help from researchers and technical experts.

Numerous other Department offices also took action. The Bureau of Consular Affairs and Office of Public Affairs jointly worked to expedite visa processing in support of British Petroleum's international sourcing of experts, and the Operations Center developed valuable data-tracking vehicles and facilitated interagency conference calls about the international assistance.

Last but not least, a final salute to our colleagues en route to their final posting: *John George Bacon; Charles H. Baldwin; Don J. Droegemayer; Benjamin Armstrong Fleck; J. Lee Gawf; John E. Glapion; Livia P. Hewitt; Nicole John; James N. Leaken; Christoph Maurer; Eric Rehfeld; and Joseph Michael Stewart.* ■

Rob Wiley

Rob Wiley
Editor-in-Chief

EMBASSY GUANOVA DUTY OFFICER CALL LOG

7:20 PM - CALL FROM AMERICAN CITIZEN WHO LOST HIS PASSPORT AND CLOTHING AT CLOTHING-OPTIONAL BEACH, WILL COME FOR REPLACEMENT PASSPORT IN MORNING.

11:12 PM - CALL FROM OPERATIONS CENTER - SPACE SHUTTLE WILL MAKE EMERGENCY LANDING IN EMBASSY PARKING LOT IN 14 MINUTES!

11:14 PM - CALL FROM AMERICAN CITIZEN IN PANGUTCH, UTAH, WHOSE SON DALE WAS SUPPOSED TO CALL HER AN HOUR AGO, WONDERING IF WE'VE SEEN DALE. SURE HE'S IN COUNTRY, OR MAYBE IN SURINAME - MIGHT HAVE BEEN TOGO...

11:19 CALL BACK FROM OPERATIONS CENTER - PREVIOUS MESSAGE IS THAT AMBASSADOR BLUESTONE SHOULD CALL DEPUTY ASSISTANT SECRETARY FITZMORE ABOUT AMBASSADOR'S PLAN FOR A "NACHOS AND NONPROLIFERATION" PRESS EVENT

2:26 AM - CALL FROM AMERICAN CITIZEN WHO LOST WIFE, JOB, HOUSE, DOG AND PASSPORT. WILL COME TO CONSULAR IN THE MORNING TO DISCUSS TURNING REPORT INTO BASIS OF COUNTRY MUSK SONG LYRICS.

7:52 AM - CALL FROM CONSULAR SECTION GUARD, MAN WITHOUT CLOTHING SEEKING REPLACEMENT



U.S. Department of State
Bureau of Human Resources
Washington, DC 20520

PERIODICALS
POSTAGE & FEES PAID
DEPARTMENT OF STATE
ISSN 1099-4165

If address is incorrect, please
indicate change. Do not cover
or destroy this address.

POSTMASTER:

Send changes of address to:

State Magazine
301 4th Street, S.W.
SA-44, Room 348
Washington, DC 20547

A close-up portrait of a young boy with dark skin and short, dark, curly hair. He is looking directly at the camera with a neutral expression. He is wearing a dark-colored shirt.

See the Department's
up-to-the-minute progress...
cfcdashboard.state.gov

Combined Federal Campaign Under Way

Federal employees can make a difference this fall by supporting the charities of their choice through a lump-sum donation or a payroll deduction to the Combined Federal Campaign. Donations can be made on the CFC pledge form or through Employee Express. The campaign runs through mid-December.